

THE TECHNIQUE OF  
PERSONAL ANALYSIS

## BOOKS BY DONALD A. LAIRD

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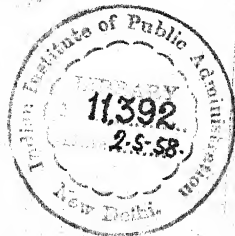


# The Technique of Personal Analysis

*TESTED WAYS FOR FITTING YOUR  
PERSONALITY TO A FUTURE*

BY  
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To the man who has brought  
self-analysis to millions

DOUGLAS E. LURTON

Editor and originator of  
*Your Life* magazine

Portions of this book have appeared in *American Weekly*, *Boston Business*, *Family Circle*, *Household*, *Hygeia*, *Kiwanis Magazine*, *Ladies' Home Journal*, *MacLean's Magazine*, *The Saturday Evening Post*, and *Your Life*.

We are indebted to their editors for permission to publish that material in somewhat altered form, and to Margaret Clark and Esther Slattery for a splendid job in typing the manuscript.

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## *Don't underestimate human potentialities . . .*

When Morse invented the first telegraph he made his task more difficult than was necessary, because he underestimated human powers. He constructed intricate devices to print the dots and dashes sent over the wires. After these devices had been used for a few months, persons working around the sets discovered that they could readily distinguish the dots and dashes by their unaided ears. The elaborate printing mechanisms were not necessary.

As you read this book, bear that experience in mind. People can usually do much more than they think they can. This book will show you how you can do more by understanding and overcoming weak points, by making best use of your strengths.

It will give you more understanding of your powers, more faith in yourself—the wisdom of knowledge plus the genius of hope.





## *How to get gold from your personality*

**H**ow much do you think personality is worth, in hard cash? According to some studies, the superior brain power of Purdue University engineering graduates brought about \$150 more a year; the brainy graduates were earning that much more than the dumbbells.

But the personality ratings of the same graduates showed that "good" personalities were earning \$924 more each year than "poor" personalities.

Superior brains brought in about 50 cents extra a day.

Superior personality earned about \$3 extra per day!

We have all seen the rapid progress made by persons with only mediocre abilities but with superior personalities. "An able man doesn't have a chance," we hear some complain who have good educations but poor personalities. This often does seem to be the case, but, come to think it over, a really able person has to get along with people, to influence them, even though he may be a walking encyclopedia of knowledge.

✓ Personality is actually a part of ability.

This is why sales managers often give their salesmen courses in personality, why factories do the same for their foremen and supervisors. One New York City company enrolls about 40,000 students a year in a special personality correspondence course for women only.

All this effort in personality development helps people expand, gives them better all-around abilities—and opportunities. Personality development not only makes people smooth as silk but also enables them to work better with others, to lead others

more effectively. Often it means the difference between success or failure.

There was a colleague of mine, for instance, a brilliant physicist. As a young professor in 1896 he had discovered wireless telegraphy, a couple of months before Marconi made the same discovery. My friend, however, lacked the self-confidence, enthusiasm, personal magnetism, and other personality qualities to put his discovery across.

He made other less important discoveries, also, but someone with a more effective personality always received the credit and acclaim. He could have been one of the most famous scientists of his time, but he died practically an unknown.

"I just wasn't born under a lucky star," he told me. "Marconi was born with a personality like Billy Sunday, but I was born with none."

He was partly right, at least, when he acknowledged the importance of personality, even in scientific work; but he was very wrong in thinking a person had to be born with it. He was in the grip of the pessimistic philosophy of "it's no use for me to try."

Here are some important facts to be burned into your soul: Psychologists and psychiatrists agree that *most personality traits are acquired* and very few are unchangeable. Of course, it is mighty difficult to change a spendthrift or a tightwad, a stubborn person or a ne'er-do-well, but, normally, *most personality characteristics can be changed*.

How can they be changed?

There are three simple preliminary steps:

1. *Knowledge* of the personality qualities that are useful in working with and leading others—and oneself.
2. *Analysis* of how one stacks up in these desirable qualities.
3. *Practice* in developing the missing, or weak, qualities until they seem to be second nature.

Those envied persons who seem to have been born with successful personalities have been accidentally practicing the desirable qualities for years. Each year, each month, their personalities become more effective because of this lucky practice. In other words, success begets more success.

Those who have been unwittingly practicing the wrong things, until folks decide that they were born that way, keep getting worse. They might be getting better, if they knew which qualities to reinforce by practice, which ones to weaken through disuse. Here is how analysis and practice work, even with youngsters.

A nearsighted, puny, asthmatic, effeminate, Long Island boy was having much practice in the wrong things. However, he showed unusual analyzing ability for a mere lad. He was dissatisfied with himself—a good sign! He hated being a push-over for the more active boys, so he tried to figure a way out. Of course, he might have bemoaned his bad luck and the unfairness of the world and continued to practice the wrong things, but young Theodore Roosevelt made an analysis of the habits he needed to become a positive personality and began to practice them before he even put on long trousers. This analysis and practice transformed the timid youth into one of the most confident, aggressive leaders our country has produced. The country did not produce him, however, for he produced himself.

A young man in his twenties was starting a new kind of store. Business increased, and he opened other stores. The new branches prospered, and the earnings justified further expansion. J. C. Penny, however, analyzed and found that his new store idea was bigger than he was. He must expand himself, prepare himself for real leadership.

He knew from previous experience that people could change, could expand. He remembered an experience he had had during his first job as clerk in a general store. Then he was in his late teens, bashful and timid, his hair like a feather duster. Older

clerks snatched the good customers, out of turn, leaving the boy the annoying or unprofitable ones. The older clerks cowed him, laughed at his discomfiture, until J. C. Penny asserted himself against the bullies one fiery day, and kept on asserting his rights until the boy of twenty seemed to have the manner of a man.

As he saw his chain-store idea taking hold, J. C. Penny recalled that experience, as well as other changes he had voluntarily brought about in himself. He took time out to analyze himself. He read books, studied himself. He said, "Here is a habit I must form, and another, and still another." Then, having started the habits intentionally—he expanded himself—he went back to the expansion of his business idea. By putting himself on a firm basis first, he made certain that his business would also be on a firm basis.

One afternoon I was visiting the middle-aged president of a thriving aviation-parts company. Ten years before he was trying to run a small automobile company that was declining in business and harassed by creditors. Then he was apparently on the way down, but he had staged a magnificent comeback.

"Most of us feel deeply indebted to someone for our success," I said, hoping to get the story of his rise in fortunes. "I'll be interested to know about the person in your life."

"Easy—it's a man who made me hate him a few years ago," he answered eagerly. "This man was sent to liquidate the Indiana plant; he was a frank, abrupt-spoken cuss. When I said I'd be looking around for another job, he looked over his spectacles and growled, 'You'd better read some good books on personality and business management first!'

"That burned me up. I stopped speaking to him unless absolutely necessary. But his sarcasm kept gnawing at me, and I finally got some books, secretly. I spent the entire summer at my camp, reading and studying myself.

"A year later I made a special trip to Chicago to thank him

for the best turn anyone ever did me. His blunt challenge made a new man out of me.

"Why will people blame others or the system—and become too damned satisfied with themselves?"

Samuel Adams was a great disappointment to his Boston aristocratic family. They had put him through Harvard, given him every opportunity. Erect, with a florid complexion and heavy bushy eyebrows, at forty-five he was a seedy, middle-aged failure. He was little more than Colonial Boston's town scavenger until family influence got him a tax collector's job.

He failed at that, too. People inveigled him, with their hard-luck stories, into postponing collection of their taxes. His tax records were so poorly kept and so inaccurate and incomplete that only family influence kept him from jail—and jail might have been more comfortable than the run-down family mansion he was letting go to rack and ruin.

Then Samuel Adams began to discover he could control mobs. During the exciting days preceding the War for American Independence this was a valuable accomplishment. It made him one of the prime leaders in the Colonists' cause. He could not only control mobs but also organize and direct them. The seedy failure became an outstanding citizen, but not until he had discovered his strengths and weaknesses by buffeting life's hard knocks.

By discovering what he could do the slow, hard way, Samuel Adams at last became one of the signers of the Declaration of Independence and a governor of Massachusetts, but he remained an unhappy soul because he could not erase the memories of his early failures.

Samuel Adams drifted into success.

When Sam Adams was strutting around Boston Common in knee breeches, cocked hat, and tiewig, a young Harvard graduate, a fifteen-year-old boy in Virginia was just facing the

world as an orphan. This reddish-haired Virginian was a backwoodsman, and his future did not appear so rosy as that of the scion of New England aristocrats.

The big-nosed, shy, and bashful Virginia boy would have to carve his own future, so he bought a small notebook, sharpened a quill pen, and wrote an analysis of his strengths and weaknesses. In picturesque language, which suggests the King James Bible, and with his usual lapses in spelling, he summarized his self-analysis in fifty-seven rules.

He followed those self-imposed rules. When Samuel Adams was about to be indicted for the mess he had made as tax collector, the Virginian was an outstanding planter. Adams had drifted; the Virginian had directed himself by his boyhood self-analysis.

The Virginian followed those rules, and the rules followed him. The rules were with him when he went, with 150 men, to establish an outpost at the present location of Pittsburgh. When he became a member of the Virginia House of Burgesses, the rules went with him. They went to continental congresses, through Valley Forge, and to New York, where he took the oath as first President of the United States.

The Virginian, George Washington, was successful all his life. He followed his self-analysis; he did not drift to success. His boyhood self-analysis is given at the close of this chapter.

Lyof was born with a silver spoon in his mouth. His despotic parents ruled hundreds of serfs on the frigid slopes of old Russia, but Lyof's hot spirit rebelled at the injustices he saw inflicted on the peasants. Aristocrat though he was, he felt a strange kinship with the oppressed. For his big nose, coarse lips, and generally repulsive features made him sensitive. He looked like an adolescent ape and at times acted like one.

At fourteen Lyof wandered through the family fields of ripening rye, thinking. He knew what he wanted to accomplish

in the world and was first analyzing his handicaps. This is his analysis of his unfavorable characteristics.

Indecision, or lack of energy.

Insolence, or talking back.

Self-deception, or deceiving myself.

False modesty.

Bad temper.

Imitating others instead of being myself.

Too much smattering of doing things, and doing nothing at all.

Lack of thinking.

Four years later he made another self-analysis. This one was constructive, in contrast to the destructive one he wrote at fourteen. At eighteen he advised himself:

1. Do whatever you set out to do, without fail and at all costs.
2. Whatever you do, do well.
3. Don't go to a book to find anything you have forgotten; instead make yourself recall it.
4. Work with your greatest possible vigor.
5. Always think and read aloud.
6. Don't be ashamed to let people know they are interfering with your work.

But Lyof promptly forgot his self-analysis and self-advice, for he was too busy enjoying the luxuries and friends that his family wealth provided. His new-found companions joined him in week-long drinking sprees and in gambling bouts at which he was usually the loser. This dissolute life made him forget his early self-analyses—until something happened.

He had known Doctor Behrs and his family, in Moscow, for many years. During Lyof's thirty-fourth year Behrs's daughter was just blooming into womanhood and attracted his blood-shot eyes. In a week they were married.

Soon after their honeymoon she chanced across the self-analyses he had made at fourteen and at eighteen and a few



other random ones. But she was too wise a young wife to try to reform her ugly, carousing husband. Instead, she let him reform himself, guided by his own self-analyses.

The pleasure-seeking drifter resumed his early goal, better treatment for Russian peasants and changing of Russian morals and religious outlook. He might have been just another cruel Russian count, but his early self-analysis made him the famous Count Leo Tolstoy, reformer and novelist.

Sofya Behrs's devotion was the turning point in his life, Count Tolstoy often said, although his devoted Sofya always gave the credit to young Lyof's self-analysis, which she had discovered among her husband's belongings.

A Michigan plumber liked to tinker with machinery. He made some improvements in early automobile engines and imagined a great future for himself, so David Buick put all his money and all he could borrow into making automobiles. He built a good automobile; he had analyzed and improved its mechanisms. But he did not analyze and improve himself, and because of this he lost his automobile business and spent his declining years as a trade-school clerk, while others took over his business, analyzed its needs, and made it into the famous Buick Motor Co.

Catherine's father was a minor German official. The neighbors thought she might make a good *hausfrau* for some army officer. But the neighbors did not know how the plumpish girl was analyzing herself and her world. As Catherine wrote later, "Up to the age of fourteen or fifteen I was firmly convinced of my ugliness and was therefore more concerned with acquiring inward accomplishments and was less mindful of my looks." She became Catherine the Great.

Her self-analysis was not flattering. That is a characteristic of people who have superior ability. They depreciate themselves. They gaze on their limitations but do not stop there.

They go further, as did Catherine, who planned how to get around her limitations.

Alfred Harmsworth was a hack writer who wanted to become a great publisher. He knew he could write, but his self-analysis made him apprehensive about a business career, for he knew he was a spendthrift. What to do about it? He had a brother who was the original tightwad, so he talked his brother into a partnership and, as a further precaution, surrounded himself with Scotsmen. Alfred Harmsworth became Lord Northcliffe, Croesus of newspaper publishers.

His superior ability made him recognize his limitations but did not discourage him.

Charles J. Stilwell nearly became a physician, but the day after graduating from college he started his apprenticeship with Warner & Swasey. Then he became salesman of their turret lathes. He talked with customers and prospects six days a week. The seventh day he analyzed his mistakes of the past week, planned his work for the week ahead. He analyzed so well that he became president of the firm. He says: "Life is like a football game. All of us have a chance to stay in the game as long as we can play, but don't forget there is a man on the bench ready to take your place if you lag for a minute."

Superior people know their shortcomings better than the average person, but the superior person does something more than complain about them.

Self-analysis is sometimes discouraging, especially to the person who lacks this superior ability to take his recognized shortcomings in his stride. This discouragement often comes from the mistaken belief that one should be perfect in all things—but even the best of us have our shortcomings.

Washington Irving could not talk in public.

Patrick Henry could not write a letter that made sense.

Oliver Goldsmith was a flop when he tried to talk. So were Descartes, the philosopher; Buffon, the naturalist; and Corneille, the playwright.

Cornelius Vanderbilt lost great sums by following the advice of fortunetellers, and he could not spell.

James J. Hill spent his life trying to control a hot temper.

General William C. Gorgas, who eradicated yellow fever from the world, could not spell and spent a lifetime trying to learn to dance.

Frank A. Munsey, grocer's boy from Maine, could not make friends, yet he made a fortune of more than forty million dollars in publishing, banking, and organizing the first chain supermarkets.

John Burroughs was shy, embarrassed around people. He made this a strength by living almost alone in the country and writing about nature. He became intimate with flowers and wildlife and made himself the friend of millions of persons by writing about these companions around whom he did not feel shy.

Daniel Webster spent much of his life trying to control his liking for strong drink.

Sarah Bernhardt, leading dramatic actress of the world for half a century, could not get over her stage fright on opening nights. Neither could Ethel Barrymore.

Winston Churchill, British statesman, failed in Latin and mathematics, cannot pronounce the letter s.

George Bellows, the artist, is another famous person who could not spell.

Horace Greeley's handwriting was illegible, yet he became the most famous editor of his day. Rufus Choate, the famous lawyer, also had illegible handwriting. So did Sanford White, the architect; also Edna Ferber, novelist.

John Oberlin, after whom Oberlin College is named, had a poor memory.

Woodrow Wilson was shy, even as President, when meeting people.

Charlie Schwab was hopelessly improvident, died insolvent.

Calvin Coolidge was chronically tired out.

Andrew Jackson never learned to spell—and George Washington was also troubled by spelling.

Dumas had difficulty doing simple problems in arithmetic, and William F. Gibbs, outstanding ship designer, has trouble adding and subtracting.

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## *Talking was their weak point*

Stuttering or stammering bothered these famous people, but they either overcame the defect or advanced in spite of it.

Aesop, deformed, slave-born author of the renowned fables.

Clara Barton, New England schoolteacher who founded the American Red Cross.

Arnold Bennett, English lawyer who became a novelist and playwright.

Aneurin Bevan, Welshman who became champion orator of Parliament.

Alexandre Bisson, French author of comedies.

Thomas Blanchard, inventor of lathe for turning irregular objects.

Lewis Carroll, mathematician who wrote "Alice in Wonderland."

Winston Churchill, British prime minister, soldier, lecturer, author.

Jack Curran, Irish judge and orator.

Dante, the Italian poet.

Erasmus Darwin, English physician, naturalist, and poet.

Demosthenes, the greatest of the Greek orators.

George VI, King of England.

Robert Koch, German physician who originated the germ theory of diseases.

Lou Holtz, comedian who stutters at home but not on the stage.

Henry R. Luce, founder of *Time* magazine.

Somerset Maugham, English physician who became a novelist.

Moses, the lawgiver and prophet.

Joseph Priestley, who left the ministry to become a scientist.

Virgil, the Roman poet.

Emile Zola, French novelist.

---

The perfect person has not yet been invented, and the sooner one learns this, the better. I'd like to write a pretty Spencerian hand, but my penmanship resembles a banker's. I'd like to sing, but can't even join in "Sweet Adeline" unless others are noisy enough to drown my voice. I'd like to be able to compose a simple rhyme, like some of my friends, but it is hopeless; I know—I've tried! I'd like to attend a tea party and enjoy it, but I've tried that, too; I'm just not a cooky-pusher.

If the list of my shortcomings were written in full it would fill a book. Years ago I used to get a bit downhearted about them until my boss made me understand that the company paid me for what I could do, not for what I couldn't do and need not do. After that sunk in, I began to be more frank with myself, and I am deeply grateful to the tobacco-chewing boss who called it to my attention.

Know your limitations, but keep a sharper focus on your strengths.

Between the ages of fifteen and twenty-five we all pass through a period of self-analysis. Some come out of it finding fault with the world. Others emerge as conceited jackasses. A few never emerge because they have not made a searching self-analysis; they bump headlong into life with their eyes shut and may blunder along without ever finding themselves.

"In the development of every boy who is going to amount to anything there comes a time when he emerges from his immature ways and realizes that he has begun to find himself," Calvin Coolidge wrote of his own boyhood. "Such a transition finally came to me. It was not accidental but the result of hard work. If I had permitted my failures to discourage me I cannot see any way in which I could ever have made progress."

But there are some who leap into life before they look into themselves; they have to haul themselves together later in life and take a personal inventory.

This is why self-made Harvey Firestone advised: "When

you find yourself working hard and accomplishing little, stop and analyze yourself. This is the only means that will lead you to profit by experience."

There is nothing new about this. Twenty-five hundred years ago a Chinese philosopher recorded: "When the archer misses the center of the target he turns around and seeks the cause of his failure within himself."

Nothing new—but something we need to remind ourselves of again and again.

The most promising thing about everyone's future is that, by self-analysis and self-development, he can do so much about it. No two human beings are exactly alike. Our strengths and weaknesses are unique. We have to discover these, for ourselves, to use them intelligently.

Undiscovered possibilities may be brought out by some accident of opportunity, as in the case of Samuel Adams—fate, we often call it.

Washington made his own fate by his boyhood self-analysis, and he clung to it throughout life.

You will never know what your possibilities are until you look for them and then put them to work.

Many can do things of which they have never dreamed.

People like to avoid unpleasant news about themselves, yet often it is the most useful knowledge to have. Theodore Roosevelt owed much of his continuing development as a man to his unusual habit of asking his closest friends for criticisms—and meaning it. He was man enough not only to take it smiling, but to make the effort to correct himself. He was no punkin-lily.

Today several large corporations have specialists who devote time and skill to helping key employees analyze their personalities and encouraging them to start practicing the right habits. Studies of this work show that at least 20 per cent of workers have an urgent need for an immediate improvement in their personalities, from the point of view of mental health

alone. From the point of view of personal success, practically every employee can improve his personality, not excepting the brass hats.

But how should the average person go about this analysis of his personality's needs? Here is an outline many have found useful, since it *deals with the results* to be achieved.

1. *Winning Friends*. Do you make new friends each month—and keep them? Do you have the positive qualities of

Tolerance?  
Sympathy?  
Considerateness?

Are you free from the negative qualities of

Snobbishness?  
Egotism?  
Faultfinding?  
Gossip?  
Stubbornness?

2. *Handling Others*. Do you handle people so that you get results and keep their loyal friendship, whether they are employees, relatives, or casual acquaintances? Are you

Tactful?  
Resourceful?  
Enthusiastic?  
Aggressive?  
Lively?

Are you handicapped in handling others by

Temper?  
Introversion?  
A domineering streak?

3. *Success at Work*. Does your work pay you well, in happiness and satisfaction, as well as in money? Are you self-reliant on the job, dependable, efficient? Do you handicap your



working success by petty feuds, lack of study, grumbling? Could you do some other type of work better?

4. *Happiness at Home.* How do you get along with the people with whom you live, whether relatives or not? Do you try to make yourself a part of the group? Do you help the place run economically, neatly, and efficiently? Is your home happiness marred by faultfinding, too sensitive feelings, self-centeredness, contrariness?

5. *Personal Happiness.* Is your personality buoyant enough to ride out the storms of everyday life? Are you cheerful, care-free, optimistic, warmhearted? Does your personal happiness sink from the weight of too much pessimism, discouragement, mistrust of others?

6. *Successful Self-management.* Have you really studied yourself so that you know how to boss yourself? Do you watch the way you live to keep your top health and stamina? Are you always honest, both with yourself and with others? Do you stick to it? Do you have the power to say "no," to yourself and others? Are you weakened in managing yourself by flightiness, touchiness, prejudice (in your favor!)? Do you read, *and use*, books and articles that show you how to manage yourself?

7. *Mental Health.* Do you control your jitters, fears, anxiety, emotional upsets, tantrums, nervousness, suspicions? Do you keep your conscience free and healthy?

8. *Unashamed Love and Sex.* Do you have a vigorous yet clean and wholesome interest in the opposite sex? Can you take sex or leave it, both in deed and in thought? Do you have a clear idea about the sex functions and the development of babies before birth? Do you know what things are inherited and what are not? Are you in love with some living thing—it may be a pet—other than yourself?

9. *Helpful Citizenship.* Are you a constructive, cooperative force in your community? Are you fairly well informed about the everyday workings of city, state, and national governments? Is your citizenship weakened by individualistic or rebellious

tendencies, by lack of understanding of the problems of the less favored?

You can be a dazzling companion, for an hour or two, and a charming conversationalist—and still be a personality failure unless you practice the habits that make up those nine *essential goals of the personality that wins*.

Paste that list of nine goals in your hat or on your desk. Analyze yourself by them from time to time, and practice those habits in which you are weak. We shall devote a chapter to each of these goals, breaking each down into several easily understood dynamic factors.

You will probably read these chapters rapidly. After you have finished the first reading of the book, go back over it again, devoting an entire month to each chapter. On this second reading, take first the chapter that your analysis indicates will help you most.

And, even tomorrow, you will discover that you are a better all-around person, but keep at it, for habits can't be formed in a single day.

### *From Washington's Boyhood Manuscript Book*

1. Every action in company ought to be with some sign of respect to those present.

2. In the presence of others sing not to yourself with a humming voice, nor drum with your fingers or feet.

3. Sleep not when others speak, sit not when others stand, speak not when you should hold your peace, walk not when others stop.

4. Turn not your back to others, especially in speaking; jog not the table or desk on which another reads or writes; lean not on any one.

5. Be no flatterer; neither play with any one that delights not to be played with.

6. Read no letters, books, or papers in company; but when there is a necessity for doing it, you must ask leave. Come not near the books or writings of any one so as to read them, unless desired, nor give your opinion of them unasked; also, look not nigh when another is writing a letter.

7. Let your countenance be pleasant, but in serious matters somewhat grave.

8. Show not yourself glad at the misfortune of another, though he were your enemy.

9. When you meet with one of greater quality than yourself, stop and retire, especially if it be at a door or any strait place, to give way for him to pass.

10. They that are in dignity, or in office have in all places precedency; but whilst they are young they ought to respect those that are their equals in birth or other qualities; though they have no public charge.

11. It is good manners to prefer them to whom we speak before ourselves, especially if they be above us, with whom in no sort we ought to begin.

12. Let your discourse with men of business be short and comprehensive.

13. In visiting the sick, do not presently play the physician if you be not knowing therein.

14. In writing, or speaking, give to every person his due title, according to his degree and the custom of the place.

15. Strive not with your superiors in argument, but always submit your judgment to others with modesty.

16. Undertake not to teach your equal in the art himself professes: it savors of arrogancy.

17. When a man does all he can, though it succeeds not well, blame not him that did it.

18. Being to advise, or reprehend any one, consider whether it ought to be in public or in private, presently or at some other time, and in what terms to do it; and in reproving show no signs of choler, but do it with sweetness and mildness.

19. Take all admonitions thankfully, in what time or place so-ever given; but afterwards, not being culpable, take a time and place convenient to let him know it that gave them.

20. Mock not, nor jest at anything of importance; break no jests that are sharp-biting, and if you deliver anything witty and pleasant, abstain from laughing thereat yourself.

21. Wherein you reprove another be unblamable yourself; for example is more prevalent than precepts.

22. Use no reproachful language against any one, neither curse nor revile.

23. Be not hasty to believe flying reports to the disparagement of any.

24. In your apparel be modest, and endeavor to accommodate nature, rather than to procure admiration; keep to the fashion of your equals, such as the civil and orderly with respect to times and places.

25. Play not the peacock, looking everywhere about you to see if you be well decked, if your shoes fit well, if your stockings sit neatly, and clothes handsomely.

26. Associate yourself with men of good quality, if you esteem your own reputation, for it is better to be alone than in bad company.

27. Let your conversation be without malice or envy, for it is a sign of a tractable and commendable nature; and in all causes of passion, admit reason to govern.

28. Be not immodest in urging your friend to discover a secret.

29. Utter not base and frivolous things amongst grave and learned men; nor very difficult questions or subjects among the ignorant; nor things hard to be believed.

30. Speak not of doleful things in time of mirth, nor at the table; speak not of melancholy things, as death, and wounds, and if others mention them, change, if you can, the discourse. Tell not your dreams, but to your intimate friend.

31. Break not a jest where none takes pleasure in mirth; laugh not aloud, nor at all without occasion. Deride no man's misfortune, though there seem to be some cause.

32. Speak not injurious words neither in jest nor earnest; scoff at none although they give occasion.

33. Be not forward, but friendly and courteous; the first to

salute, hear, and answer; and be not pensive when it is a time to converse.

34. Detract not from others, neither be excessive in commending.

35. Go not thither where you know not whether you shall be welcome or not. Give not advice without being asked, and when desired, do it briefly.

36. If two contend together, take not the part of either unconstrained, and be not obstinate in your own opinion; in things indifferent be of the major side.

37. Reprehend not the imperfections of others, for that belongs to parents, masters, and superiors.

38. Gaze not on the marks or blemishes of others, and ask not how they came. What you may speak in secret to your friend, deliver not before others.

39. Speak not in an unknown tongue in company, but in your own language, and that as those of quality do and not as the vulgar; sublime matters treat seriously.

40. Think before you speak; pronounce not imperfectly, nor bring out your words too hastily, but orderly and distinctly.

41. When another speaks be attentive yourself, and disturb not the audience. If any hesitate in his words, help him not, nor prompt him without being desired; interrupt him not nor answer him, till his speech is ended.

42. Treat with men at fit times about business; and whisper not in the company of others.

43. Make no comparisons, and if any of the company be commended for any brave act of virtue, commend not another for the same.

44. Be not apt to relate news if you know not the truth thereof. In discoursing of things you have heard, name not your author always. A secret discover not.

45. Be not curious to know the affairs of others, neither approach to those that speak in private.

46. Undertake not what you cannot perform, but be careful to keep your promise.

47. When you deliver a matter, do it without passion and with discretion, however mean the person be you do it to.

48. When your superiors talk to anybody, harken not, neither speak, nor laugh.

49. In disputes be not so desirous to overcome as not to give liberty to each one to deliver his opinion, and submit to the judgment of the major part, especially if they are judges of the dispute.

50. Be not tedious in discourse; make not many digressions, nor repeat often the same manner of discourse.

51. Speak not evil of the absent, for it is unjust.

52. Make no show of taking great delight in your victuals; feed not with greediness; cut your bread with a knife; lean not on the table; neither find fault with what you eat.

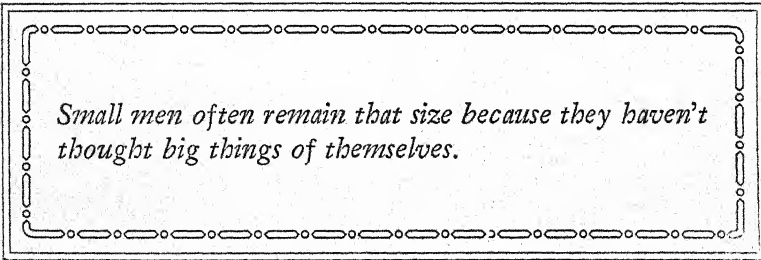
53. Be not angry at table, whatever happens, and if you have reason to be so, show it not; put on a cheerful countenance, especially if there be strangers, for good humor makes one dish of meat a feast.

54. Set not yourself at the upper end of the table; but if it be your due, or that the master of the house will have it so, contend not, lest you should trouble the company.

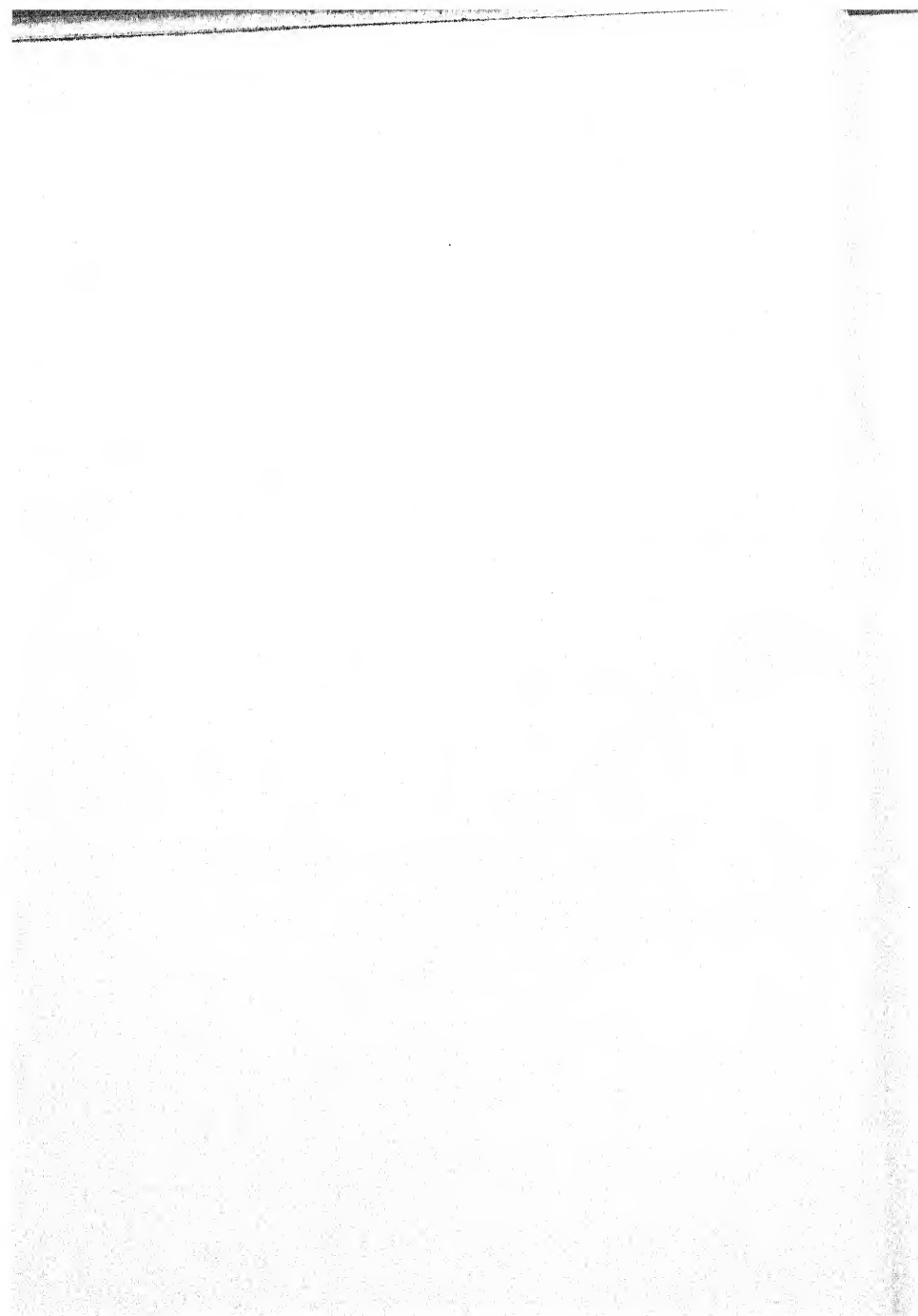
55. When you speak of God or his attributes, let it be seriously in reverence. Honor and obey your natural parents, although they be poor.

56. Let your recreations be manful, not sinful.

57. Labor to keep alive in your breast that little spark of celestial fire, called conscience.



*Small men often remain that size because they haven't  
thought big things of themselves.*



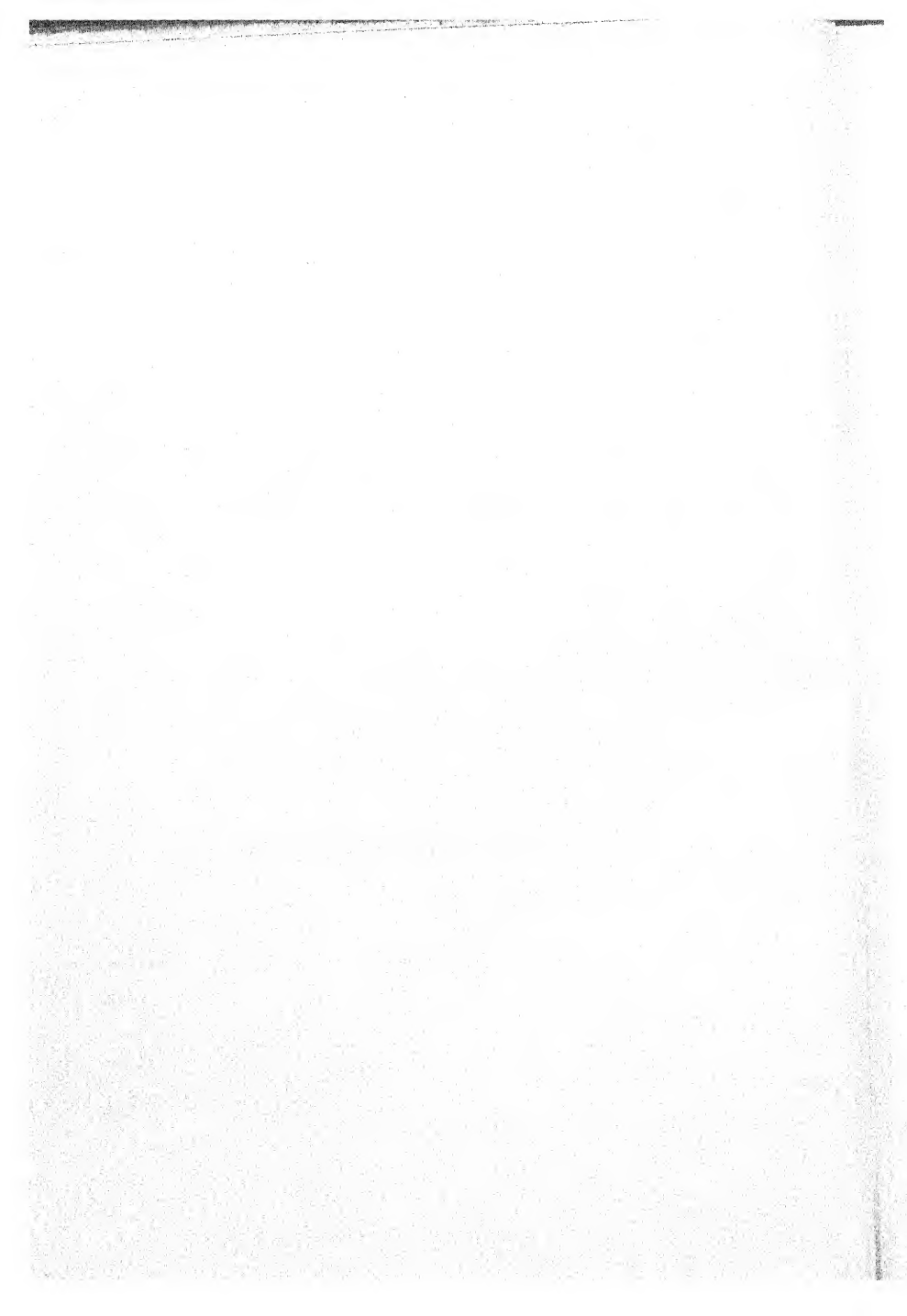
GOALS FOR

# *The All-round Personality*

by DR. DONALD A. LAIRD

1. Win friends—and keep them.
2. Handle people tactfully.
3. Improve in your work.
4. Add to the happiness of your home.
5. Keep personally happy.
6. Boss yourself firmly.
7. Control your emotions and thoughts.
8. Be natural and informed about sex.
9. Help your community.





## 2

### *Winning friends*

**D**id you ever hear anyone say, "The surest way to have friends is to be a success; then people flock around you"?

Celebrities and rich persons often have groups of yes men fawning on them, but these sycophants are often attracted by money instead of by the persons themselves. Seldom are these yes men, basking in reflected glory, really friends. They are pleasing parasites, as many successful people have learned. Like the heiress who can never be sure whether a suitor is in love with her or her inheritance, the celebrity can seldom be sure of his apparent friends. That is why many self-made men, who have risen to the top of the crowd, seem to be uninterested in friendly advances. They cling to their old proved friends.

The surest way *not* to have friends is to be a success, but one of the surest ways to be a success is to be friendly! There is a vast difference.

Out in northeastern Ohio, for instance, a man had been running a general store for years. It was located in a tiny hamlet. In the old days he had been able to make a living, but as the mail-order firms developed, people sent away to Chicago for many things they had formerly bought at the store. Then as automobiles came in, people started to drive to Akron or Cleveland, where they could buy more things cheaper. The store business dwindled. The future looked as dark as the inside of a cow.

In disgust the owner gave the store and its equipment of leftovers to his sons, and quit. It was not much of a gift. The merchandise was antiquated, the building was run down, and the

customers had been rapidly disappearing. The whole business was worth perhaps \$5,000, and the two sons did not have a dollar with which to advertise or buy new goods!

The Garver brothers took inventory and decided that their most valuable asset was friendliness. They turned that force on full strength. They were not merely pleasant to people; they went out of their way to be helpful. When a shower threatened to ruin a farmer's hay down the pike, they would close the store, pitch in, and help get the hay in before it got wet. Whenever they could be helpful friends, they gave their help wholeheartedly, whether the person was a customer or not—and, of course, the person soon became a customer.

In a few years the once tumble-down store was doing a half-million-dollar business a year. They had 12,000 steady customers, and G. A. Garver knew each one personally. Friendliness beat out the competition of the mail-order houses and the cut-rate stores in the near-by big cities.

Friendliness does build business. It builds more than business.

Don't you get a thrill every time you hear "The End of a Perfect Day"? Doesn't it make you feel better for having heard it? It always thrills me, makes me feel better.

That friendly song was born in friendliness. When she wrote it Carrie Jacobs Bond was a young widow, almost consumed by grief. Some friends had invited her to visit them, and did their friendly best to help her forget her bereavement. Late one evening, touched by their friendliness, she slipped quietly into the music room, sat at the piano, and, without thinking, almost miraculously, played that song for the first time.

"The End of a Perfect Day" is a tribute to friendship, mysteriously born of friendship. Think of that the next time you hear it. Think of that the next time you have a chance to be friendly—and be friendly.

Late one rainy afternoon the salesmen in the furniture department stood around talking about the dreary weather, pay-

ing no attention to a plainly dressed woman who was looking over the stock. She did not look like a good customer.

"There's a customer, and it's your turn, George," a young salesman said.

"Nobody'll buy anything on a day like this," George replied, "especially a woman dressed as she is. All our goods are high-priced."

"At least we can be friendly," the younger man countered, "so I'll take her, although it is not my turn."

The plain woman merely wanted to look, but he spent an hour helping her look. He explained the various pieces in which she was interested, answered her dozens of questions pleasantly, but she bought nothing.

"I told you so," George commented after she had left.

"Anyway, it didn't hurt me to be nice to her," was all the younger man said.

A few months later the management received a letter from Scotland. Would they send the friendly young man to Skibo Castle to help choose the furnishings for the new edifice? The note was signed "Mrs. Andrew Carnegie."

Robert F. Black had just turned forty-six when he was elected president of the White Motor Co. The first day on his new job he ran into a strike. More than two thousand men were out, and pickets were marching in front of the plant. Wise Robert Black used friendliness. The pickets were bored by their parading, so he bought baseball equipment and told them to play on company property. He published advertisements praising the strikers for the orderly way they were conducting their protest. The pickets read the ads, then asked for lawn mowers and cut the grass around the plant. In a week the strike was over, everybody was happy, and there had been no violence, no hurt feelings. The new president was off to a glorious start because he used friendliness when he might have used bitterness.

Alfred du Pont started a chain of banks in Florida. Late in 1929, financial conditions became involved all over the country. Many banks were closing. A run started on Du Pont's Florida National Bank. There were nearly \$2,000,000 on deposit, but only \$150,000 actual cash on hand to meet the run. The management phoned the other Du Pont banks to rush cash—Lakeland, Barstow, Tampa, Jacksonville—by automobile and airplane.

But would their small supply of cash hold out until the reserves arrived?

They made sure by using friendliness to slow down the run. The president walked into the lobby.

"It's lunch time," he said, "but, of course, you do not want to lose your places in line. So we have sent for sandwiches and coffee which you can eat right here."

That was something new for a bank, especially in a crisis. It slowed down the run until the reserves arrived. Friendliness enabled the bank to withstand the storm.

Charles Frohman's first job was selling souvenir books in a theater. He earned 17 cents the first night. By the time he was twenty-one he was managing traveling dramatic companies. The going was precarious, and many times he saved the troupers from being stranded because he was friendly to hotelkeepers and railroad agents. This pint-sized lad grew into the Napoleon of the theater. Starting with his 17 cents—and unlimited friendliness—he built a chain of outstanding theaters in the United States and England. He discovered and developed Maude Adams, Billy Burke, and dozens of other stars.

Leading actors and actresses would desert other managers to work with Frohman without written contracts. His friendliness drew them, just as it had worked wonders with hotel managers and railroad agents in the hard early days.

Life was kindly to Frohman because he was friendly to life.

Even death lost its sting by his friendliness. He was with a small group of friends on the deck of the ill-fated "Lusitania" when it was struck by a torpedo. As the deck listed and the ship slowly settled into the water, Frohman turned to his panic-stricken companions and said: "Why fear death? It is the most beautiful adventure of life!"

Clarence Darrow may have known law, but the way he conducted his famous trials would not suggest it. His friendliness helped him win an imposing record of legal victories. He won his trials when the jury was being selected.

His preliminary questioning of the jurors was aimed to establish friendly contact with each man. He would not accept a prospective juror until he had received a friendly smile from him. After this friendly contact was once established, Darrow knew the juror was on his side for the rest of the trial.

These examples reflect the old truth that friendliness is one of the strongest invisible forces in the world. It may determine the difference between success and failure, between happiness and disappointment.

But don't expect the world to smother you with its friendliness. We have to coax it from others by our own friendliness.

There are people who have sarcastic tongues, who hurt our feelings, often deliberately.

There are envious people, who try to protect their self-esteem by belittling others.

There are the pseudo-clever, who like to make jokes at the expense of others.

There are the too-busy folk, absorbed in their own activities, who overlook others.

These sarcastic, envious, pseudo-clever, and too-busy are natural enemies of friendliness. Yet we run into such people every day, though we try to avoid them. They have one good

use—we can use them as an object lesson, and then be the exact opposite.

The best way to handle these unfriendly pests is to smother them with friendliness. When someone tells a poor joke at our expense, we have a natural impulse to belittle the joke and the joker.

I was at a small dinner party recently where one of these pseudo-clever folks was setting the others on edge by ceaselessly poking fun at first one, then another. He seemed to be wound up; his cruel sense of humor was working full blast. Several of the men wanted to wring his neck.

But a little sixty-year-old woman smothered him with friendliness.

"I'm so glad there is such a clever man here," she chirped. "You have the loveliest sense of humor. Now, tell us something funny about firemen or policemen."

He couldn't and was out on a limb. The friendly encouragement smothered him.

Such pests are rarely cured; they can be merely temporarily diverted. Like the wicked, they are with us always and should make us resolve to be otherwise ourselves.

We have to harden ourselves against the remarks of the sarcastic, the deprecations of the envious, the alleged humor of the pseudo-clever, and neglect by the too-busy. Their words or jokes may hurt, but it takes the sting away when we realize the words are due to the person's character quirk and not necessarily to any fault of ours. Never let such poor examples undermine your friendliness. Don't fight their fire with the same fire—smother it with friendliness.

Likable people have been found to have certain definite characteristics. These characteristics have been determined through practical researches—thousands of well-liked people were contrasted with others who were intensely disliked. Here are the results.

## *Most important*

- Never make fun of others.
- Never be sarcastic.
- Never show off your greater knowledge.
- Never break your word.
- Never lie or exaggerate.
- Never act superior to others.
- Never try to boss others.
- Never bawl others out.
- Go out of your way, cheerfully, to help others.

## *Important*

- Smile pleasantly.
- Keep clothes neat.
- Keep your mind clean.
- Keep your temper under control.
- Keep your nose out of others' business.
- Keep out of arguments.
- Keep from faultfinding.
- Keep from embarrassing others.
- Don't be bold or nervy.
- Don't laugh at others.
- Don't correct others.
- Don't talk more than others.

## *Less important, but essential*

- Give up gossiping.
- Give up trying to reform others.
- Give up borrowing things.
- Give up laughing loudly.
- Give up asking favors.
- Give up telling people your woes.
- Give up trying to be impressive.
- Give up being gloomy.
- Give up being opposed to new things.
- Give up being lethargic.
- Give up being suspicious of others.



To convince yourself of the significance of these concise lists, use them as a chart to compare two people you know. Take a person you like and one you dislike and contrast them. You will discover that the disliked person violates almost all the rules, while the liked person follows them.

Why do some follow the rules, while others break them? In many instances this is simply due to luck. One was not born predestined to make friends and the other to lose them. They got that way through the accidents of life. Neither had a chart to follow.

Psychologists have done research on friendliness, so that they could make a chart for people to follow. The thirty-two things listed above are intentionally followed by many who have discovered that they could make their own good luck in winning people.

The proprietor of a chain of retail jewelry stores has had the list printed for each of his employees.

An insurance salesman pasted the list beside his shaving mirror, where he could read it each morning, and he has become one of his firm's largest producers.

An aviation manufacturer used the list as a guide to select hundreds of foremen and supervisors in his plant expansion during the Second World War.

A brass manufacturer had a deck of thirty-two cards embossed, with one of the guides on each card. These were given to the firm's executives and foremen, one card a week, for thirty-two consecutive weeks.

A businessman's wife threatened separation. Frightfully upset, he suspected she might be in love with another man and employed detectives to find out. They reported no evidence of faithlessness. Then he chanced across this list and realized he was violating almost all the precepts in his relations with his wife. Then he understood why her love had cooled, why her affection had changed into near-hatred.

He showed her the list and sincerely apologized for his unintentional violation. He followed the list, at home and at his store. Both his married life and his business improved. His wife wrote me a letter of thanks, for her husband had first learned about the list from a talk I made at a convention. By express I received a five-gallon keg of ripe olives, from her husband's ranch. The entire neighborhood appreciated the olives, but I mention them for another reason: each time you see an olive, let it remind you of this list of the thirty-two stumbling blocks to friendliness.

We win friends, not by buying people presents, but by *being friendly*. That is the first test in the following series.

We must also

Be sympathetic.  
Show tolerance.  
Be considerate.  
Be sociable.

We must watch to

Avoid snobbishness.  
Get rid of egotism.  
Quit faultfinding.  
Give up gossip.  
Control any rebellious streak.

How does your ability to win—and keep—friends stack up? The thirteen tests that follow will help you analyze yourself to discover the strong points you have acquired so far and the weak points that you can practice converting into strong points.

### *What is back of the tests*

These tests are simplifications of widely used standardized tests that have been developed by dozens of clinical and industrial psychologists, and some by psychiatrists. These tests are

not so accurate as your household thermometer but are accurate enough to give you a better understanding of yourself.

The all too human tendency to exaggerate good things about oneself, while minimizing the unfavorable things is automatically taken care of in the scores, for the scores are based on the records of thousands of persons from sixteen years old up who have finished at least eight grades of school. These average people probably gave themselves slightly better scores than critical acquaintances would have done, but that is of no matter since the scores are based on these self-records with all the human self-favoritism included.

These are not employment tests, although they do cover many of the things employment interviewers judge and are of great assistance in vocational adjustment.

*Answer the questions quickly.* Don't try to figure out what the answer should be; sail right through them and do your puzzling afterward. By going rapidly through a list of the questions you will have a more truthful picture of yourself. The wording of some questions is clumsy but had to be in order to bring out the quality wanted. For each question in a test, at least a score have been tried and discarded.

You may notice that some questions appear on more than one list. Don't worry about this apparent duplication. It simply reflects the fact that our traits are not entirely independent of each other but overlap considerably.

Some tests you might want to take may not be included in the book. This is because such tests have not yet been sufficiently standardized or because they fit better into a later book, which is in preparation.

If you get good scores on most of the tests, there is something wrong! No normal human is that near perfection. It is what the individual test shows you that counts. Don't try to get an average for all of them.

**Friendliness**

	Yes	No
1. Do you like to cheer up people who have had bad luck? .....	—	—
2. Do you enjoy sentimental music? .....	—	—
3. Are you genuinely pleased to see people who have been away for a couple of weeks? .....	—	—
4. Do you want to be with people most of the time? .....	—	—
5. Are you as cordial in greeting casual acquaintances as you are to close friends? .....	—	—
6. Do you get excited at movies that deal with people's troubles, although you know everything will come out all right in the last reel? .....	—	—
7. Would you like to help people along with their love affairs? .....	—	—
8. Do you like to listen to people talk about little things? .....	—	—
9. Do you have many speaking acquaintances and friends? .....	—	—
10. Are you usually enthusiastic about something? ..	—	—
11. When you like a person, do you show your likes without hesitation or embarrassment? .....	—	—
12. Do you like to tell people compliments and "nice things"? .....	—	—
13. Do you smile most of the time? .....	—	—
14. Do you enjoy being with children? .....	—	—
15. Do you smile when speaking to strangers or salesclerks? .....	—	—
Total number of "Yes" answers .....	—	—

The average man has six "Yes" answers, the average woman has eight; women apparently tend to be friendlier than men. Persons who have less than six "Yes" answers need to loosen up and practice being friendlier. Those with low scores may feel friendly but do not show it; it is showing friendliness that attracts friends.

Each item answered "No" on this analysis shows that the person answering needs practice in this field until the question can honestly be answered "Yes."

Persons with ten or more "Yes" answers are genuinely friendly. They are usually good at saleswork, and their matrimonial prospects are excellent.

Start to act friendly, and you will begin to feel friendly.

### Getting along with people

	Yes	No
1. Have you never been chairman of some group?	—	✓
2. Do you hesitate about introducing people to each other? .....	—	—
3. Are you self-conscious when trying to get someone to talk? .....	—	—
4. Is it hard to think of things to say to others? ...	—	—
5. Are you shy? .....	—	—
6. Do you usually let someone else liven up a party?	—	—
7. Would you rather write for a favor than ask in person? .....	—	—
8. Are you ill at ease when entering a crowded room? .....	—	—
9. Do you dislike talking before a group or audience? .....	—	—
10. Do you keep from talking so that you will not say the wrong thing? .....	—	—
11. Do you dislike sitting up front at meetings? ....	—	—
12. Do you try to avoid meeting important people at meetings? .....	—	—
13. Are you slow about making friends? .....	—	—
14. Do you try to be inconspicuous at a party? ....	—	—
15. Are you self-conscious around people you do not know very well? .....	—	—
16. Do you have a few close friends rather than many acquaintances? .....	—	—
17. Do you sometimes go out of your way to avoid meeting people? .....	—	—

	Yes	No
18. Do you dislike dancing? .....	—	—
19. Are you embarrassed when you leave a group? .....	—	—
20. Do you avoid parties and celebrations where a crowd is present? .....	—	—
Total number of "Yes" answers .....	—	

The "Yes" answers indicate tendencies toward unfriendliness. The average adult has nine "Yes" answers. People with fifteen or more "Yes" answers are making wallflowers of themselves. Those with five or less are socially aggressive, though not necessarily social climbers—they may merely seek companionship and the excitement of a crowd.

Executives and salesmen make low scores on this list.

Accountants, inventors, and teachers make high scores.

People with high scores are passing up many chances for practice in friendliness. Those with low scores may be overdoing it. An average score on this list is a safe score.

### Sympathy

	Yes	No
1. Would you return the extra change if you were given too much? .....	—	—
2. Do you feel sorry for homeless animals? .....	—	—
3. Do you like to stop to watch children playing? .....	—	—
4. Do you lend things even when you think you will not be repaid? .....	—	—
5. Do you want a large family of children? .....	—	—
6. Do you stop to help motorists who are in trouble, or would you? .....	—	—
7. Do you feel sorry for people who are hurt or in pain? .....	—	—
8. Do you think it unwise to whip ten-year-old children? .....	—	—
9. Do you think hunting is cruel to animals? .....	—	—

	Yes	No
10. Do you sometimes go out of your way to help old people? .....	—	—
11. Do you think the government should be generous in providing help for old people and orphans? .....	—	—
12. Do you want to stop to comfort children who are crying? .....	—	—
Total number of "Yes" answers.....	—	—

Sympathy, the milk of human kindheartedness, is shown by the "Yes" answers. A high score indicates that one's friendships are likely to be long lasting. Women average eight "Yes" answers to this list, while men average only four; go to a woman to get sympathy.

A person with a high score on this list is handicapped for the type of competitive work that stresses profits above people. Those with high scores may also be easy victims of flimflam artists, confidence men, and unscrupulous characters in general.

Credit men, bankers, lawyers, and business Scrooges tend to have low scores.

Ministers, welfare workers, nurses, civic leaders, and people who are widely liked have high scores.

It is difficult to be really friendly unless one is sympathetic to all living creatures, including cats and dogs.

### Tolerance

	Yes	No
<i>Do you dislike:</i>		
1. People who enjoy gossiping? .....	—	—
2. People who pretend they are more important or wealthier or better educated than they really are? .....	—	—
3. People who think they should reform you? ....	—	—
4. People who belittle or find fault with others? ...	—	—

	Yes	No
5. Bullies who take advantage of others? .....	—	—
6. People who try to do all the talking themselves? .....	—	—
7. Antagonistic folk who seem to be looking for an argument? .....	—	—
8. People who are too tight to spend their money? .....	—	—
9. People who boss others without having any reason to? .....	—	—
10. People who are careless or sloppy about their clothes? .....	—	—
11. People who brag about themselves at every opportunity? .....	—	—
12. People who mumble or talk indistinctly? .....	—	—
13. Indecisive people who can't decide what to do? .....	—	—
14. People who persist in trying to get you to do something? .....	—	—
Total number of "No" answers .....		—

Tolerance is indicated by the "No" answers. A very tolerant person has eleven or more "No." The average person has six "No." An intolerant person may not have a single "No" answer!

If we expect everyone to be perfect, we can never be friendly. One of the first steps in developing friendliness is to learn to overlook the petty weaknesses of others, to become immune to the little frailties that may have annoyed us in the past. Live and let live!

People with low scores make stern bosses and are difficult to live with or work with. They may be cynical, carping, irritable.

People with high scores can mix well in any sort of group, usually have a natural and unrestrained manner, and should have many friends and acquaintances. If they are bosses, they are likely to treat all workers fairly.



**Considerateness**

	Yes	No
1. Do you try to like people to whom you do not feel drawn? .....	—	—
2. Do you avoid breaking in when someone else is talking? .....	—	—
3. Do you remember the names and faces of people you meet? .....	—	—
4. Can you talk easily with people on first meeting? .....	—	—
5. Do you like to introduce people to each other? .....	—	—
6. Do you always strive to be dependable? .....	—	—
7. Do you almost never offend others? .....	—	—
8. Do you usually say a good word to people who have done something well? .....	—	—
9. Do you play a game that interests others, even though you do not enjoy that game? .....	—	—
10. Do you try to talk about what the others are interested in? .....	—	—
11. Do you let others do most of the talking? .....	—	—
12. Do you have the knack of making others feel important? .....	—	—
Total number of "Yes" answers.....	—	

The considerate person makes others feel at ease and feel important. A person with many "Yes" answers is considerate and likely to have many friends. The average person has seven "Yes" answers.

Persons with low scores need to give more attention to the consideration of the other person. A low-scoring person is often striving to give the impression that he is important, while the friendly person makes others feel important.

Each question answered "No" shows a point that needs to be corrected until the answer becomes "Yes."

Salesmen have many "Yes" answers, while office workers are likely to have more "No" answers. College students have more

"Yes" answers than their teachers. Women usually have one or two more "Yes" answers than men.

### Social ease

	Yes	No
1. Are you perfectly comfortable when both men and women are present? .....	—	—
2. Do you feel at ease at most functions you attend? .....	—	—
3. Are you invited places where both sexes are present? .....	—	—
✓ 4. Is it easy for you to make friends? .....	—	—
✓ 5. Do you have more friends than most people you know? .....	—	—
6. Do you think most of your relatives are attractive? .....	—	—
7. Do you belong to as many clubs or groups as you should? .....	—	—
8. Do you feel that you are a valued member of some of these? .....	—	—
9. Does the opposite sex seem to like you? .....	—	—
10. Do most people seem to like to work with you? .....	—	—
11. Do you like to attend meetings? .....	—	—
12. Do you mingle freely and speak to many people when you are with a group? .....	—	—
Total number of "Yes" answers.....	—	—

The "Yes" answers show how naturally one gets along in the social swim. The average adult has eight "Yes" answers.

Those whose answers are all "Yes" are likely to be either social lions or social climbers. People with four or less "Yes" answers are on the road to becoming hermit crabs.

Old maids, self-conscious people, and many farmers have low scores. High scores are likely to be found among salespersons, executives, and playboys.

People with low scores should get around to more social

gatherings and find how enjoyable it is to be with other people. Every person should belong to a social group and attend at least one meeting a week. Do more than attend; be an active worker in the group.

### Snobbishness

	Yes	No
1. Are your favorite movies those about society? ..	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2. Do you like to talk about important places you have visited? .....	<input checked="" type="checkbox"/>	<input type="checkbox"/>
3. Would you dislike going on a trip with a factory worker? .....	<input type="checkbox"/>	<input checked="" type="checkbox"/>
4. Do you prefer to be with well-educated people?	<input type="checkbox"/>	<input type="checkbox"/>
5. Do you like to go places where you will see big shots? .....	<input type="checkbox"/>	<input type="checkbox"/>
6. Do you dislike being seen with poorly dressed people? .....	<input type="checkbox"/>	<input checked="" type="checkbox"/>
7. Do you like to read about good manners? .....	<input type="checkbox"/>	<input type="checkbox"/>
8. Are you perfunctory to waiters, servants, and such? .....	<input type="checkbox"/>	<input type="checkbox"/>
9. Do you try to be with people who are well fixed financially? .....	<input checked="" type="checkbox"/>	<input type="checkbox"/>
10. Do you discard good clothes to buy ones more fashionable? .....	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Total number of "Yes" answers..... 4

Snobbishness is related to intolerance. Snobbishness often grows from hidden feelings of inferiority—so one pretends to be more important or cultured than one actually is.

The more "Yes" answers, the more snobbish. The average person has only four questions answered "Yes." Those who have seven or more "Yes" are on the snobbish side and are limiting their circle of friends and their influence. A low score is a good score in this list.

Interest in common folk breeds more friendliness than following high society.

There are no significant occupational differences on this list, but individual differences are important in friendliness and influence. A high score means enemies, a low score means friends.

### Egotism

	Yes	No
1. Do you impress people as being pretty intelligent? .....	—	—
2. Do others do many nice things for you? .....	—	—
3. Did your father have important work? .....	—	—
4. Do your friends think you have pretty good ideas? .....	—	—
5. Do people try to get acquainted with you? ....	—	—
6. Can you do most things you try? .....	—	—
7. Can you tell a story better than most people do? .....	—	—
8. Do you have more information than most people around you? .....	—	—
9. Are most people interested in what you are doing? .....	—	—
10. Did your teachers underestimate your abilities? .....	—	—
Total number of "Yes" answers.....	—	—

Egotism is another enemy of friendliness. We have seen that people attract friends by making the other person feel important; the egotistical person gives the impression that he is the most important person in town.

The "Yes" answers indicate egotism. Egotistical people have many "Yes" answers. The average person has only five questions answered "Yes."

Although a "Yes" answer may be justified for many of the questions, nevertheless a modest and unassuming person still answers them "No." This is because it is not always the facts in the case but our attitudes that determine whether we are egotistical or not.

People with only two or three "Yes" answers are probably

too meek and modest. They should give more attention to their own good points.

Those having eight or more "Yes" answers probably have too good an opinion of themselves to attract or keep friends.

Musicians, artists, and actors usually have many "Yes" answers. Scientists and teachers tend to have less than the average.

### Faultfinding

	Yes	No
1. Do you try to get even when criticized? . . . . .	—	—
2. Do you point out people's shortcomings in conversation? . . . . .	—	—
3. Do you call it to their attention when people are late? . . . . .	—	—
4. Do you talk frankly about apparent injustices? .	—	—
5. Do you like to show how a book or movie could have been improved? . . . . .	—	—
6. Do you mistrust some people? . . . . .	—	—
7. Are others often to blame when things go wrong? .	—	—
8. Do you speak frankly about unfavorable conditions in your work or living? . . . . .	—	—
9. Does it take a long time for you to forget an injustice? . . . . .	—	✓
10. Have you accused people of taking things, only to find later you had misplaced them? . . . . .	—	✓
11. Are there some people who seem to work against you? . . . . .	—	✓
12. Do you speak frankly to people you think are doing the wrong thing? . . . . .	✓	—
Total number of "Yes" answers . . . . .	—	—

It is human to err, divine to forgive. Each "Yes" answer indicates an inclination to find fault rather than to forgive. The average person is not especially faultfinding; he has only five "Yes" answers.

People with few "Yes" answers should have many friends, while those with many "Yes" answers drive friends away by carping and faultfinding. A high score is sometimes due to an unwarranted, suspicious viewpoint, bordering on fixed ideas of a paranoid nature.

Others want to know what is good about them, not what is wrong. Each time you feel an inclination to be critical or to find fault, say something pleasant instead.

Don't be like the Maine farmer whose mother-in-law rode with him to his wife's funeral. He said it completely spoiled the day for him.

### Gossip

	Yes	No
1. Do you like to know about the troubles of others?	—	—
2. Do you ask questions about people who are not present? .....	✓ —	—
3. Do you usually do most of the talking? .....	—	—
4. Do you ask people to keep secrets, or not to repeat what you have said? .....	—	✓ —
5. Do you like to find out how much people earn?	—	—
6. Do you like unpleasant stories about prominent people? .....	—	✓ —
7. Do you try to find out how much your friends pay for things? .....	✓ —	—
8. Do you follow births and divorces closely among your acquaintances? .....	✓ —	—
9. Do you like to remind people later when your predictions came out right? .....	—	✓ —
10. Do you telephone people just to visit? .....	—	—
11. Do you believe the unfavorable things you hear about others? .....	—	✓ —
12. Do you try to find out what others plan to do?	—	✓ —
Total number of "Yes" answers .....	—	—

"Gossips dig their graves with their tongues." Perhaps you are not a gossip, but people will get the impression that you

are if you have many "Yes" answers to this list. The average person has only five "Yes" answers. A few old women—of both sexes!—answer all "Yes" when they think that the questions are aimed at alertness rather than at gossip. You, too, would probably have had a few more "Yes" answers if the list had been headed Alertness in place of Gossip.

One favorable thing about gossip is that it does show a curiosity, although it is a kind of curiosity that alienates others. The safest way to satisfy this curiosity about people is to read biographies. Talk about the private lives of these famous and safely faraway people all you want to, but carefully avoid talking about friends, relatives, neighbors.

### Rebelliousness

	Yes	No
1. Does it sometimes seem as though the world were unfair? .....	—	—
2. Do you have to watch your own interests to get a square deal? .....	—	—
3. Do people often make you angry? .....	—	—
4. Do you think there is too much bossing? .....	—	—
5. Does it please you when you see someone get by without paying bus or trolley fare? .....	—	—
6. Do you occasionally do as you had planned, regardless of the advice of others? .....	—	—
7. Do you resent being told what you should do? .....	—	—
8. Do you talk back to people who irritate you? ..	—	—
9. Do you think about getting even with people who give you a raw deal? .....	—	—
10. Do you sometimes tell white lies to get out of a jam? .....	—	—
11. Do you think more people should stand up for their rights? .....	—	—
12. Would you rather work for yourself than a corporation? .....	—	—

Total number of "Yes" answers.....

5

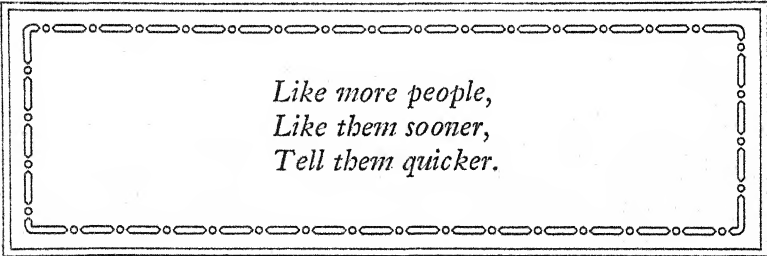
Bossy or domineering people have many "Yes" answers, as do stubborn people. Timid people have few "Yes" answers; so do cooperative people. The average person has five "Yes" answers.

Labor agitators, political radicals, hard-to-handle workers usually have more than average "Yes" answers.

To win friends we must be cooperative, submerging our own interests much of the time. The rebel neglects to do this and consequently fails to win friends.

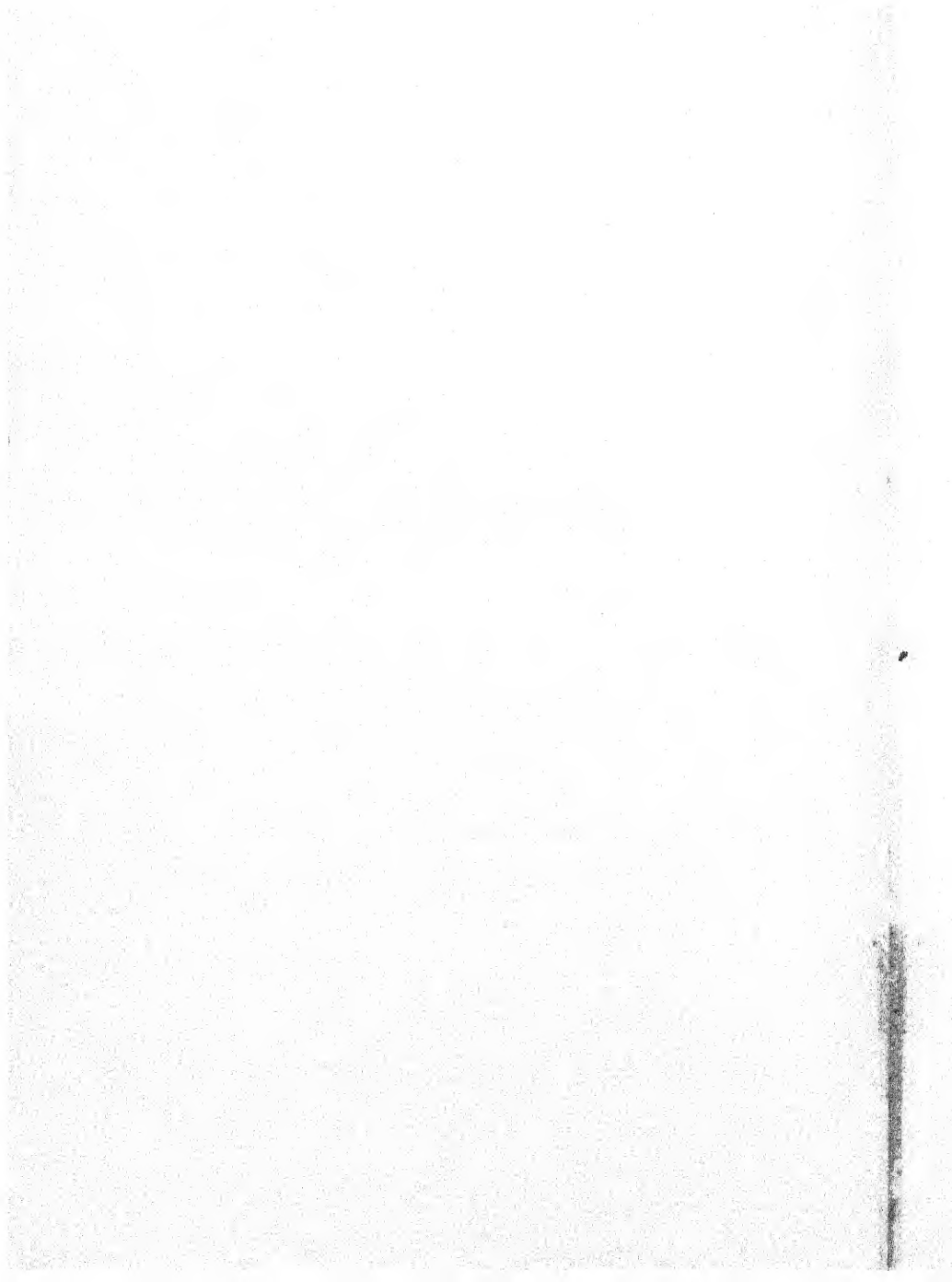
This rebellious streak is difficult to eradicate; it usually starts in childhood. A good start in changing it is to watch for each opportunity to be cooperative, no matter how small, and forget the inclination to be different by following others. Rebels need lots of practice in cooperation. When their impulse is to say "No" they can often wisely say "Yes" instead. If you have many "Yes" answers to this list, you are saying "No" too often.

Cooperate; don't quarrel or argue or insist on your own way.



*Like more people,  
Like them sooner,  
Tell them quicker.*



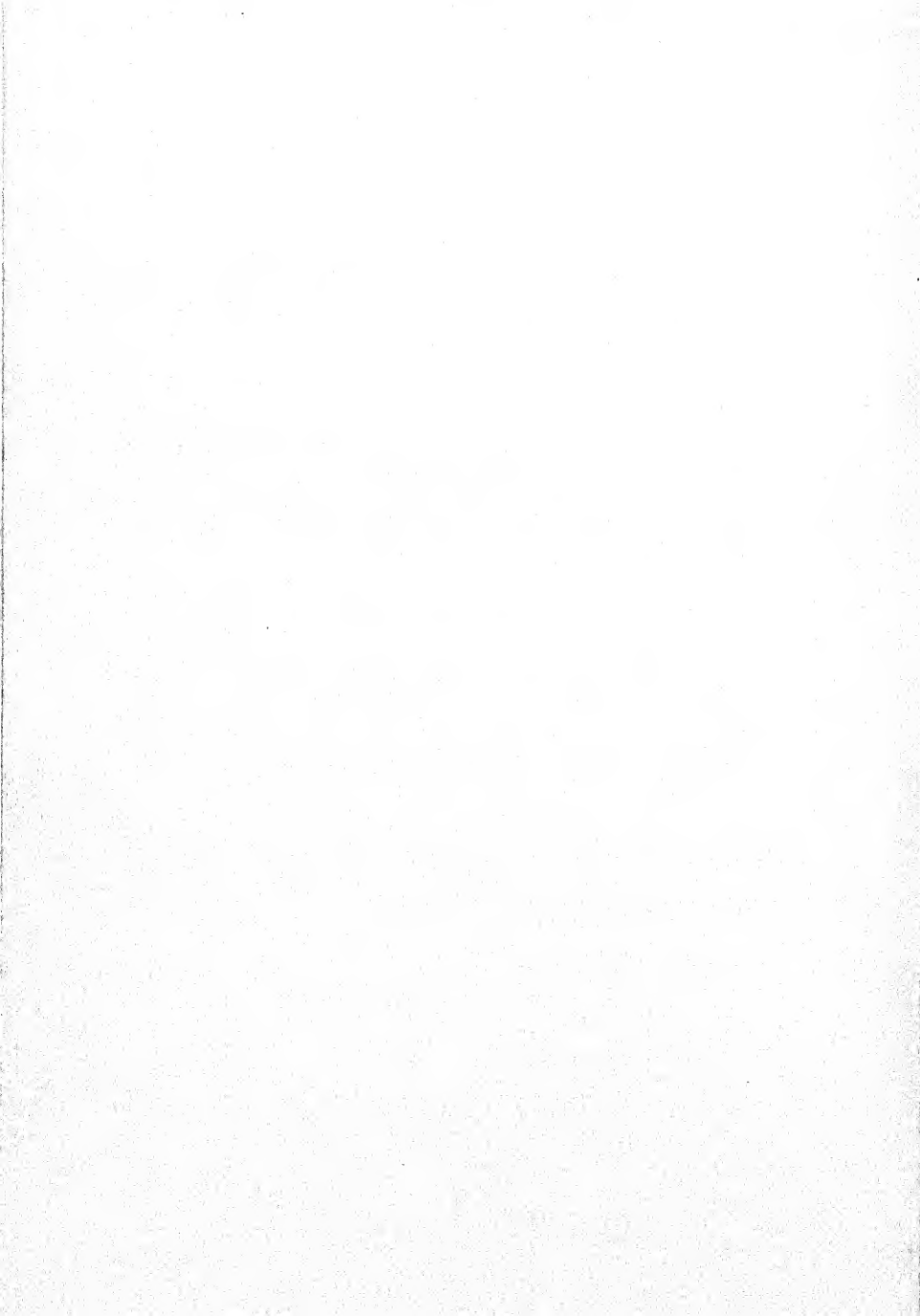


RULES FOR

# *Winning Friends*

by DR. DONALD A. LAIRD

1. Start to act friendly to everybody.
2. Smile when you look at people, and keep on smiling.
3. Become enthusiastic when you see a familiar face.
4. Do favors for others without expecting one in return.
5. Look for good points in people and overlook their weaknesses.
6. Help all others to feel important.
7. Become interested in common folk.
8. Talk pleasantly, about pleasant things.
9. Tell people nice things about themselves.
10. Cooperate with others.
11. Do your level best to feel friendly toward every living thing.



*Handling others*

**E**ven fools can sometimes show us how to handle people. Take Dumb Tom, for instance, the village half-wit in a hillbilly hamlet. The banker offered \$5 to anyone who could find his horse, which had wandered away. All the village loafers except Dumb Tom began the hunt. He remained stretched out in the morning sun, apparently not the least interested in easy money. Finally, he ambled to his feet, shuffled off down a dusty road, so stooped that his arms seemed longer than his legs. Soon he was back, leading the horse.

"How did you ever manage to find him?" the banker asked as he gave Dumb Tom the new five-dollar bill.

"Wal-l," Dumb Tom drawled, "I just lay thar in the grass, a-thinkin' whar I'd a gone ef I was a hoss. Then I went thar, and thar he was."

Dumb Tom's strategy gives us the clue to handling people—a-thinkin' in advance how *they* will take our remarks, a-figurin' how to present an idea so *they* will find it acceptable, a-plannin' how to deal with them the way *they* would like to be dealt with.

I have an acquaintance, Fred, who made a phenomenal success at a difficult job—he knew how to handle important people so that they bought enormous sums of life insurance. He began selling life insurance because he could find nothing else to do. It was a distasteful job for him, yet he was soon selling a million dollars' worth of insurance, year after year.

He was a natural-born mechanic. He had a small machine

shop of his own but lost it to his creditors when an accident laid him up for several months and left him with a permanent limp. He started to sell insurance, and he nearly starved to death the first year.

Fred was ready to quit and live on charity, until he heard the story of Dumb Tom and caught its significance.

"Why, that half-wit was smarter than I have been," Fred charged himself. "He planned, while I have been depending on my nerve. Here I have been blindly injecting myself into private offices without a-figurin' in advance what aspect of insurance would interest each particular man the most."

So Fred began to study each prospect quietly, to find his interests and needs, before trying to talk insurance to him. He spent his evenings planning in detail what to talk about with each prospect the next day, and prospects began to buy. He retraced his tracks to prospects who had given him a cold shoulder previously, and a majority of them became customers, for he had planned in advance.

Fred is a bit slow to catch on—he is not a quick thinker—but he has become one of the most successful men I know in the difficult art of handling people, because he figures and plans in advance about what the other person wants.

There are people who go to pieces, fail, when they are promoted, because they don't know Dumb Tom's secret. Marcia, for example, was the star bookkeeper in an advertising agency. During the war man-power shortage she was made assistant treasurer and had nearly a dozen bookkeepers and clerks to supervise.

Within two weeks poor Marcia was a wreck—she couldn't sleep nights, and her days were hectic. She became irritable, lost weight, and soon asked to go back to her old work.

"I'm just not cut out to handle people," Marcia said.

"How did you ever manage to handle so many accounts in your bookkeeping?" the vice-president asked her.

"Why, that's simple," Marcia responded. "We use trial balances all the time."

"Why don't you stick to the new job a while longer?" he continued. "Strike trial balances to discover how to handle each of your workers. That's all there is to it—figure out the best way, the right way, *in advance*. I know what you have been up against this month—I was in the same fix years ago myself. I'd lie awake nights worrying about all the blunders I had made with people that day, crying over spilled milk, when I should have been planning how to handle them the next day. It soon became as easy as your bookkeeping seems to you, and bookkeeping would stump me."

Marcia remained assistant treasurer. She found that the knack of handling others required thinking and planning in advance, instead of her former impulsive methods.

So few people have developed this knack that it remains one of the qualities for which big money is paid. Charlie Schwab received a million dollars a year, not because he knew a lot about iron and steel (he didn't), but because he had the knack of handling others, whether employees or customers. Every company has many workers who know more about their products and business than the big shots, but the brass hats keep their jobs because they know how to handle people.

One of my friends went to work for a small New Jersey firm fifty-five years ago. Fifteen years later he was boss of the very man who hired him. For years this friend has controlled the company, which has grown to more than a thousand employees. He has only a speaking knowledge of the mechanical processes in the factory and knows he is a poor horse trader so that he delegates the business deals to others who are more aggressive. But the Old Man, as he has been called for many years, keeps the organization humming with progressive efficiency.

He always knows how to handle people. I happen to know why he always does the right thing, whether dealing with reprimands or rewards.

mands, promotions, praise, rewards, or incentives. He catches trouble before it happens by working after hours.

Years ago he fitted out a room in the attic of his house. He calls this his Belfry Club. It is exclusive; he is the only member. It is a plain clubroom, with no view, no radio, no decorations. In this Spartan simplicity the Old Man spends an hour or two every evening—including week ends—pondering over his problems, for each one of his thousand employees is a potential problem. He sizes up his keymen in this thinking chamber. He imagines certain troublesome situations that might conceivably arise and how he might deal with each.

When an emergency does arise, his colleagues are astonished because the Old Man knows just the right way to handle it. Some of his colleagues claim he is inspired. Inspired? Nothing of the sort! He was *prepared* by those solitary thought sessions. The Old Man made a fortune for himself, and helped many others on the road to fortunes, by figuring in advance these things we must know about handling others:

- What are this person's strengths?
- What does this person like best?
- What would appeal to him most strongly?
- What will make him work harder?
- What will get him to cooperate?

This study of people gives the Old Man an understanding of them, and so they do things eagerly for him. Such an understanding is the basis of real leadership. The Old Man is a leader, not a boss.

Out in Ohio a young widow, we shall call her Elsie, had her hands full with her twelve-year-old daughter. Elsie thought college was the most important aspiration for her daughter. Elsie tried to get the girl to study her homework so that she could pass the college exams. She wanted the girl to "act more lady-like" so that she might be elected to a college sorority.

The daughter, however, seemed uninterested in homework or etiquette. Elsie decided that the girl was stubborn, but, as a matter of fact, she had not figured out what the girl really wanted. When Elsie learned about long-armed Dumb Tom it made her study, for the first time, what her daughter really wanted.

She found that the girl was not nearly so interested in going to college several years later as she was in joining the girl scouts right away. So Elsie stopped talking about college as an incentive and talked about getting into the girl scouts instead. That was tempting as strawberries and produced results at once. When we find out what they want and handle them in line with these desires, most problem children become regular darlings.

In a quaint old city on the lower Mississippi River I ran across a startling family that shows how a few people presume that they are handling others when, in truth, they are only domineering.

Old Mrs. Jamisen is in her early eighties but is still, beyond doubt, the head of the family—insistent as a mockingbird. I guess she has always been the family head, because some fifty-odd years ago her husband went out to the spring one night. The next morning his favorite horse was missing, along with a sizable sum of money. The family has never seen hide nor hair of him since that night. He loved his children, apparently, but could no longer put up with a domineering wife.

That unfortunate disappearance only made Mrs. Jamisen all the more determined to see that her children toed the mark. She insisted upon picking the person each was to marry, threatening to disinherit those who did not marry as she chose—three children remained single. The two who did marry had to live within easy walking distance so that they could visit their mother each day. She names the grandchildren, selects the



clothes for all, prescribes their food, bosses them in every detail. She makes them close and lock the pianos on Sunday.

One unmarried son left home in his early thirties and made quite a name and fortune for himself in the Middle West. But he has never written his mother since he left home. He has been back in his home city a couple times but carefully kept from seeing his mother each time.

What with her sharp tongue and her threats of disinheritance, poor old Mrs. Jamisen imagines that she is handling people, but she is breaking them, domineering them. She may get them to do what she wants, the way she wants it done, and instantly. So can a bully, until he runs against someone who is bigger than he is.

Elsie, the Old Man, Marcia, and the people to whom business pays princely salaries for handling people could tell you that the easiest way to get the best results is to understand the other person's point of view and work through that.

The editor of the local newspaper who told me about Mrs. Jamisen, smiled pathetically when he said, "It is probably not very gentlemanly, sir, but everyone calls her 'The Terror of the Delta.'"

Domineering makes one a terror.

Working with the grain of others makes one a winner.

Twenty-two hundred years ago Cato the Elder wrote: "Wise men learn more from fools, than fools from the wise; for the wise avoid the error of fools, while fools do not profit by the examples of the wise."

John D. Rockefeller, Sr., is speaking: "I will pay more for the ability to handle people than for any other ability under the sun."

Clarence Darrow tells his secret of winning legal verdicts: "The most important thing is to make the judge *want* to decide things your way, then give him a point of law that will give

him a reason for doing what you have made him want to do."

A graduate engineer writes me: "I have worked for a dozen concerns, always in a subordinate capacity. I know more about the design and engineering of the products than most of my superiors, but I am still a subordinate. I have depended entirely on technical knowledge and have been somewhat contemptuous of those who possessed less of it than I. Result is personal ineffectiveness and frustration, working for \$100 per week.

"My resolve now is that in the future I will apply some of the mental concentration that I have used on mathematics, mechanics, industrial processes, to the study of the human equation.

"This is a new world for me, but it offers a means of accomplishment which the exact sciences do not provide. It has taken me forty-five years to learn this. Now I am learning about people."

In the White Motor Company, on the wall of each executive's office we notice the same oblong frame. Large, clear printing inside the frame keeps reminding us, "Men are judged to a large degree by their ability to work with other men."

Some bosses imagine that they have power over people because they can fire them or refuse pay increases, but this is the power of dictatorship, not the power of leadership.

People need to work and earn money, of course, but there are other things they *want* with all the strength of the inner man. They have to have jobs and pay, but there are other things they crave with all their souls. And by giving them these other things we get real power over people.

*People want to be noticed.*

I was talking with a warden who had spent forty years as a prison official. "What is your best disciplinary method for the hard characters under your care?" I asked him.

"Even the toughest dreads solitary confinement," was the instant reply. "We use solitary very seldom, for the mere mention of it is enough to keep most prisoners in line. If we could not

use solitary occasionally it would be impossible to keep order within the prison walls."

I talked with a Dutch sailor who had spent thirty-seven days afloat on a raft, alone. The tropical sun had blistered him so that his skin peeled, and he ate the peelings. Sharks followed him for days, and he killed some with a hatchet and squeezed water from their flesh to quench his thirst. He lost eighty pounds of weight.

"Dirk," I asked him, "what was your worst hardship during those thirty-seven days?"

"Maybe it will seem peculiar," he replied, the wart on his nose bouncing with each word, "but it was lonesomeness. When the seaplane finally found me, it was not the fact of rescue that made me so happy, really, as it was to see people again, to have someone to talk with, although I was so weak I could only listen. I never before realized that people are so important to us."

We do not have to be alone on a raft for a month to be lonesome. Cities and factories are filled with lonesome people, people who are surrounded by hundreds of humans but ignored by them.

The famous old Continental Motors Corporation was nearly insolvent when thirty-nine-year-old Clarence Reese was given the discouraging job of president. In a year he had them back on solid ground, not by any financial legerdemain, but by winning the loyal cooperation of his men. In one of our books we told how he won power over people by noticing them.

A short time ago we received this letter from a buck private who had been on kitchen-police duty in a Southern army camp:

"It was gratifying to find a picture of Mr. Reese in your book. I can attest firsthand to an incident that reveals his stature as truly big. A number of weeks ago a luncheon was given in honor of some visiting dignitaries. Mr. Reese was among them. I was detailed to act as waiter.

"Before leaving, Mr. Reese, for no apparent reason, introduced himself to me and asked several questions about my

length of service, what I had done in civilian life, etc. It was a very enjoyable chat. The other dignitaries paid no attention to the K.P. You are right—he must be a great man to work for.”

*People want to be considered important.*

Jay Gould was a little man who made himself one of the richest men of his time. He had personal charm that drew people to him at first, but they quickly recoiled, for his own conceit made him treat others as though they did not count. This, and his shady financial deals, made him the most hated man in the country. The only power he had over people was through his pocketbook. Rich as he was, he was only a half-welcome visitor.

James Whistler's genius as a painter put him in the top ranks, but his clever sarcasm made people feel like worms, and his life was a tempestuous record of losing power over people. Sarcasm always works that way.

Richard Wagner was the musical dictator of his day. Of his genius as a composer there is no doubt. Neither is there any doubt of his conceited praise of himself and equally conceited deprecation of others. Others avoided him because he undermined their feelings of self-importance. It was deliberate with him.

Making fun of others comes under the same category; it undermines the feeling of self-importance. When Calvin Coolidge was to graduate from Amherst he was chosen by his classmates to give a humorous oration. “While my effort was not without some success,” he wrote later, “I very soon learned that making fun of people was not a good method to secure friends, or likely to lead to advancement, and I have scrupulously avoided it since.”

Kidding is in the same class.

Practical jokes are equally dangerous.

We build up the other person's feeling of importance—and thereby gain power over him—by letting him do the talking.

Arthur Balfour, the philosopher who became prime minister of England, climbed to power partly through his ability to listen to others. He listened as attentively to people who could tell him nothing as to those who were really important.

Thomas Jefferson said he never heard George Washington or Benjamin Franklin talk more than ten minutes at a time, and then it was only on important topics. Jefferson himself was a good listener.

Franklin learned how to gain power over people the hard way. As a young man he was impulsive; he made many blunders and enemies. He would argue, for instance, at the slightest opportunity. He thought it sharpened his mind. But he quickly learned that it dulled his control over those with whom he argued. He quit arguing, avoiding it even when it was obvious that the other person was glaringly in the wrong. An argument always makes the other person feel belittled. You don't need to agree with someone, but don't argue with him.

What do you do when someone starts to tell you something you have already read yourself? The impulse is to say, "Oh! I read that myself in last week's magazine." Stifle that impulse. Listen as attentively as if you were learning it for the first time.

There is the right psychological moment for leaving a person. Never leave after someone else has said something. Many get the impression then that they are being slighted. Instead, leave after one of your own remarks. It may seem like a little thing, but it is important.

*People want to win.*

The train stopped at Delphos. A beautifully dressed woman said to the porter, "Is this an emergency stop?"

"Train always stops here," he replied. Then, as if that had not been convincing enough, he continued, "I'll get the timetable and show you. Here, right there, you can see it is a scheduled stop, and we're right on time. Now you know."

The porter beamed with self-satisfaction to the passengers

who had watched him correcting the woman. Fifteen minutes later, when she left the train at Lima, I noticed that she did not give the porter a tip. You can understand why.

Perhaps the porter had satisfaction enough, for he had won.

The Rothschild family made money, millions and millions, by letting the other person feel that he had won. They grew from small pawnbrokers into a financial house that dominated Europe for more than a century, by letting the other chap seem the victor.

In their earlier days, for instance, they fed the vanity of Prince von Metternich, the Austrian minister of foreign affairs, by making him think that they were making financial advances reluctantly and solely because he desired them. Always Metternich thought that he had won and the Rothschilds had made a sacrifice, and always he insisted on the House of Rothschild being the financial agent. In five European capitals the Rothschild brothers rose higher and higher, by letting their customers feel they had won.

Many times their customers did win, for they would occasionally do business at a loss to get a government under their power. In fact, that was the way the Rothschild business started: old Meyer Rothschild sold antique coins to the Elector of Hesse at less than their actual values. The elector won in that deal and soon turned all the banking of his province over to the erstwhile pawnbroker.

Mrs. S.D. has unusual ability and has been striving, for years, to establish herself as a consultant. In connection with work I was doing for a company in New York, I saw some possibilities for her and dropped her a friendly letter. Her reply came quickly. She bluntly told me that I was wrong on at least three points and proceeded to document her proof. Then I understood why she had not been able to get work that would use her really splendid educational training. She wants so much to win herself that she knocks others down unnecessarily to keep them from winning.

Ralph is a young man who has made a remarkable record as an industrial relations director. He first won prominence as personnel manager of a Middle Western factory during a strike over wage rates. The management and its attorneys gathered thick compilations of wage schedules to present at the hearings, and the accountants figured just how much wage increase could be granted, but that figure was pledged to secrecy.

On the day for the hearings, Ralph came to the fore. The unions presented their figures first. The company records were more accurate and detailed, and the attorneys wanted to squelch the union by showing their more complete figures. Ralph stopped them.

"That is a great accounting job you men have done," he told the union representatives, "you have presented things that our own accountants missed."

The union men smiled to each other while the company accountants glowered. Ralph knew the advantage of letting the other person think he is winning.

When the discussion got to the actual wage increases Ralph said, "This may cost me my job, for the company hasn't authorized me to state this. But I will offer you men—and fight for—a flat 5 cents hourly increase."

Might cost that white-collar fellow his job, eh? That's really winning, the men thought. The union representatives left jubilant.

The management men were wilted with nervous perspiration. Ralph was the coolest of the group, the actual victor. The auditors' secret figure was 8 cents an hour!

*People want to be praised.*

A redheaded Pole had talent and wanted to be a professional musician, but the teachers at the conservatory gave him no encouragement. He wanted to be a pianist, but the piano teacher told him to play the cornet. The cornet instructor told him he had better try another instrument. He was passed around like

a hot potato, so he went back to the piano. Embittered at the conservatory, discouraged at his apparently dark future, he chanced to meet the famous pianist and composer, Anton Rubinstein. Young Jan played for the famous musician and for the first time received words of praise. Encouraged, he resolved to practice seven hours a day to become a pianist.

"What Rubinstein said changed my world completely," Paderewski said years later.

Michelangelo, one of the world's prime geniuses, was planning a memorial for which Pope Julius II was paying 200,000 scudi. A jealous artist spread poisoned remarks about the memorial, and Michelangelo fled from Rome, hurt and bitter, destroying the plans for the memorial in a burst of temper.

Julius understood the power of praise. He sent messengers to the irate genius, heaped praise on his head. Michelangelo agreed pettishly to talk with the Pope at Bologna. There the Pope blessed him, heaped more praise and kindness on him.

Michelangelo, swollen by the praise, returned to Rome. For four years he lay on his back on scaffolding while he painted the twelve apostles on the ceiling of the Sistine Chapel. Pope Julius died, and Michelangelo labored for twenty-three years on a monument to this man who had won him back by praise.

Joseph Priestley failed as a preacher and turned to teaching. One vacation he met Benjamin Franklin, twice his age. Franklin saw possibilities for more than grade-school teaching in the disappointed theologian. "You have just the abilities to write a history of electricity," Franklin told him, "and I will help you start by lending you my books and notes."

Flattered, Priestley rushed to the task and in a year had finished the first history of electricity. He became a man of science, discovered oxygen, developed the first carbon dioxide fire extinguisher, thanks to words of praise and encouragement.

In all your associations with people, however brief, always act on the knowledge that people want



To be noticed.

To be considered important.

To win.

To be praised.

Handling people successfully, by working through their interests, puts a strain, at first, on people who have not been in the habit of practicing give-and-take. Oftentimes, however, the way to gain a yard is to give an inch.

The following sets of questions will indicate how easy it is for you to gain that yard by giving an inch. The questions will also show some points in which you may need practice to improve in the fine art of handling people.

Positive qualities included in the tests are

Tactfulness.  
 Leadership traits.  
 Extroversion.  
 Resourcefulness.  
 Aggressiveness.  
 Liveliness.  
 Enthusiasm.  
 Foresight.

Negative qualities included are

Domineeringness.  
 Temper.

Now, let's go into conference with the lists of questions that bear on personality requirements for leadership.

### **Tactfulness**

	Yes	No
1. Do you leave while others are still interested in you? .....	—	✓
2. Do you make your visits short? .....	✓	—
3. Do you thank people for even minor favors? ...	✓	—

	Yes	No
4. Do you listen interestedly when others are talking? .....	---	---
5. Do you usually anticipate what people are going to do? .....	---	---
6. Do you laugh at people's attempts to be amusing? .....	---	---
7. Do you say "Thank you," even to members of the family? .....	---	---
8. Do you try to make certain people would like to do things before asking them to? .....	---	---
9. Do you keep from interrupting others when they are talking? .....	---	---
10. Do you let poor English or mispronunciations pass without calling attention to them? .....	---	---
11. Do you encourage people? .....	---	---
12. Do you try to follow the interests of others? ...	---	---
13. Do you never talk about things that embarrass someone? .....	---	---
14. Do you handle situations so that others get most of the attention? .....	---	---
15. Do you say "Please" frequently? .....	---	---
16. Do you frequently compliment people about some accomplishment, their clothes, or something? .....	---	---
17. Do you keep your voice soft, pleasing? .....	---	---
18. Do you do many thoughtful little things for others? .....	---	---
19. Do you let opinions with which you disagree pass without argument? .....	---	---
20. Is your attitude usually constructive, helpful? ..	---	---
21. Do you almost always show respect for everyone? .....	---	---
22. Do you usually do what others are interested in doing? .....	---	---
23. Do people feel happier after you have talked with them? .....	---	---
24. Do you usually let people get the impression they are having their own way? .....	---	---

	Yes	No
25. Do you take things gradually, without seeming to be insistent? .....	—	—
26. Do you avoid bluntly bossing others? .....	—	—
Total number of "Yes" answers.....	—	—

Tactful people have many "Yes" answers. If you have fifteen or more "Yes" you need not worry about your tactfulness.

This list can be used as a guide for developing greater tact. We can make others think better of themselves—and of us—after every contact.

### Leadership traits

	Yes	No
1. Do you read widely about your work? .....	—	—
2. Do you encourage those who work with you to make suggestions about improving methods or conditions? .....	—	—
3. Do you keep your spirits up when things go badly? .....	—	—
4. Do you delegate responsibility to those working for you? .....	—	—
5. Are you trying to learn how to fill the job above you? .....	—	—
6. Do you size up others carefully so as to know what they can do best? .....	—	—
7. Are you able to criticize others without making them feel badly? .....	—	—
8. Can you make decisions quickly but without going off half-cocked? .....	—	—
9. Are you consistent and fair in your dealings with others? .....	—	—
10. Do you look people in the eye? .....	—	—
11. Can you take criticism without becoming resentful or upset? .....	—	—
12. Can you concentrate under difficult conditions? .....	—	—
13. Do you plan, think ahead? .....	—	—

	Yes	No
14. Do you take full responsibility for your own blunders, never passing the buck to others? ....	<input checked="" type="checkbox"/>	<input type="checkbox"/>
15. Do you give the impression that you are sure of yourself? .....	<input checked="" type="checkbox"/>	<input type="checkbox"/>
16. Do you make people feel at ease when talking with them? .....	<input type="checkbox"/>	<input type="checkbox"/>
Total number of "Yes" answers.....	<input type="checkbox"/>	<input type="checkbox"/>

The average person has six "Yes" answers. The average successful executive has twelve "Yes." Some executives have all sixteen answered "Yes."

These questions can serve as a guide list of things to aim at for developing leadership skill. The leader has to learn to handle himself before he can handle others.

### Extroversion

	Yes	No
1. Is it easy for you to talk with strangers? .....	<input type="checkbox"/>	<input type="checkbox"/>
2. Do you like to work with people? .....	<input type="checkbox"/>	<input type="checkbox"/>
3. Would you rather be with people than read a book? .....	<input type="checkbox"/>	<input type="checkbox"/>
4. Do you belong to several clubs? .....	<input type="checkbox"/>	<input type="checkbox"/>
5. Do you seldom worry about your little mistakes? .....	<input type="checkbox"/>	<input type="checkbox"/>
6. Do you enjoy watching sports better than playing chess or checkers? .....	<input type="checkbox"/>	<input type="checkbox"/>
7. Do you like to help raise money for community use? .....	<input type="checkbox"/>	<input type="checkbox"/>
8. Is it easier for you to talk something over with a person than to write a letter about it? .....	<input type="checkbox"/>	<input type="checkbox"/>
9. Do you laugh at a joke on you? .....	<input type="checkbox"/>	<input type="checkbox"/>
10. Do you reach decisions quickly? .....	<input type="checkbox"/>	<input type="checkbox"/>
11. Do you dislike painstaking work? .....	<input type="checkbox"/>	<input type="checkbox"/>
12. Do you dislike being alone? .....	<input type="checkbox"/>	<input type="checkbox"/>
13. Are you generous about loaning things? .....	<input type="checkbox"/>	<input type="checkbox"/>

	Yes	No
14. Can you work well when people are watching you? .....	—	—
15. Do you walk and talk rapidly? .....	—	—
16. Do you daydream very little? .....	—	—
17. Do you dislike reading technical books or articles? .....	—	—
18. Do you get someone to help you with difficult work? .....	—	—
Total number of "Yes" answers .....	—	

The "Yes" answers indicate extroverted tendencies. People who have more than twelve "Yes" answers tend to be on the extrovert side, while those who have less than seven "Yes" answers are inclined to be introverted.

Extroverts make good bosses, since they keep the workers feeling happy, although the extrovert boss may need to watch his tendency to be satisfied with mediocre work.

Introverts as bosses get the work done but are likely to have poor morale and much resentment among their employees. Introverts need especially to study how to handle people.

Extroverts handle people easily; introverts usually need to think more of the other person in order to be successful in handling others.

### Resourcefulness

	Yes	No
1. Is it easy for you to make up your mind? .....	—	—
2. Do you like to find your way around in strange places? .....	—	—
3. Have you recently been chairman or officer of some group? .....	—	—
4. Are you annoyed when you have to break an appointment? .....	—	—
5. Is it easy for you to find worth-while things to do evenings? .....	—	—
6. Do you make practical suggestions to people		

	Yes	No
with whom you work? .....	—	—
7. Can you entertain people who drop in unexpectedly? .....	—	—
8. Is it easy for you to talk with elderly people? ..	—	—
9. Would you like to go to foreign countries? ....	—	—
10. Are you asked to serve on committees? .....	—	—
11. Have you had practical ideas that made money? ..	—	—
12. Do you like to plan work for yourself and others? ..	—	—
13. When your plans are changed abruptly, can you work out new plans easily? .....	—	—
14. Do you like to rearrange furniture, plan new things? .....	—	—
Total number of "Yes" answers.....	—	—

A large number of "Yes" answers indicates skill in handling people. The average score is eight "Yes" answers.

The "Yes" answers reveal willingness to work with a group, as well as resourcefulness in meeting situations. People who look out for "Number one" most of the time make low scores. Real leaders cannot be selfish or lone wolves.

Leaders must be prepared to meet new situations, to make quick adjustments to changes. The Old Man developed this skill by thinking about how to meet possible changes, while alone in his attic room. Resourceful people plan ahead, and this planning makes them masters of most situations that arise. Introverts can do this planning easier than extroverts, but the introvert needs to be careful not to consider himself primarily.

### Aggressiveness

	Yes	No
1. Do you disagree with your parents in religion or politics? .....	—	—
2. Are you a pretty firm disciplinarian with children and workers? .....	—	—

	Yes	No
3. Do you dislike to be told what to do? . . . . .	—	—
4. Do you talk emphatically? . . . . .	—	—
5. Do you like to explain your views to others? . . .	—	—
6. Are you usually pretty confident you are right? . . .	—	—
7. Do you usually finish things you start? . . . . .	—	—
8. Do you have the opinion that you have good abilities? . . . . .	—	—
9. Do you like to have responsibility for getting things done? . . . . .	—	—
10. Do you like to have people know what you can do? . . . . .	—	—
11. Do you finish some things others have started? . . .	—	—
12. Do you stand up for the way you think things should be done? . . . . .	—	—
Total number of "Yes" answers . . . . .	—	—

Aggressive people have many "Yes" answers. The average man has six, and the average woman four.

It takes some better than average aggressiveness to handle others, but it is possible, in this instance, to have too much of a good thing. People with almost all "Yes" answers are likely to be successful but hated. They are ruthless, determined, and walk over others to get things done.

Don't marry a person with nine or more "Yes" answers, unless you want to be dominated.

If you want to hire someone who will get things done, employ a person with many "Yes" answers.

People with many "Yes" answers should watch this domineering tendency, and those who have few "Yes" answers need to become more forceful and independent if they are going to handle others.

**Liveliness**

	Yes	No
1. Do you prefer work that shows results quickly?	—	—
2. Do you get impatient when waiting for someone? .....	—	—
3. Are you usually caught up in your work? .....	—	—
4. Do you like to be where things are exciting? ...	—	—
5. Are you quick at repartee? .....	—	—
6. Is it hard for you to sit still? .....	—	—
7. Do you become excited at athletic contests? ....	—	—
8. Do you like variety in your daily work? .....	—	—
9. Do you make up your mind quickly? .....	—	—
10. Do you move around a great deal when at a social affair? .....	—	—
11. Can you make others laugh easily? .....	—	—
12. Do you usually do a thing as soon as you think of it? .....	—	—
13. Do you like to visit new places? .....	—	—
14. Are you usually on the move? .....	—	—
Total number of "Yes" answers.....	—	—

If you have nine or more "Yes" answers you are lively and probably keep things humming. Lively people get things done and keep others working. They make good bosses. Their weakness is a tendency to make decisions that are quick rather than sound.

Sluggish people, with scores of 4 or less "Yes," need to get up more steam, to show more speed.

As people become older, their scores usually become lower. Older folk should try to retain their liveliness by budgeting their time and energy, by taking naps, and by keeping in the best possible health.

People who have low scores can work wonders toward improving their liveliness by simply talking, walking, and moving faster in every way.

Overwork or fatigue may temporarily give one a low score.



**Enthusiasm**

	Yes	No
1. Do you get steamed up about things easily? ...	—	—
2. Are you a self-starter? .....	—	—
3. Do you throw yourself completely into what you are doing? .....	—	—
4. Do you prefer to walk rather than ride short distances? .....	—	—
5. Are you often so interested you hate to go to bed? .....	—	—
6. Do you use the telephone a great deal? .....	—	—
7. Do you take part in many volunteer activities? .....	—	—
8. Do you sound enthusiastic when you talk? ....	—	—
9. Do you act enthusiastic about what you are doing? .....	—	—
10. Do you usually expect good results from your work? .....	—	—
11. Do you start things among your friends? .....	—	—
12. Do you usually pep up others? .....	—	—
Total number of "Yes" answers.....	—	—

The average person is enthusiastic to the extent of only five "Yes" answers. Successful salesmen and business executives have about eight "Yes" answers—their enthusiasm gives them a dynamic quality that influences others.

Enthusiasm is contagious. It makes people follow the leader cooperatively, almost spontaneously.

People who make low scores on this list should pretend to be enthusiastic. Act as if you felt enthusiastic, whether you do or not. Experiment by merely saying "Hello" with some real enthusiasm behind it.

**Foresight**

	Yes	No
1. Do people come to you for advice? .....	—	—
2. Do you keep out of debt? .....	—	—

	Yes	No
3. Are you careful to avoid having an accident?..	—	—
4. Do you take good care of your health?.....	—	—
5. Do you think twice before saying many things you think of?.....	—	—
6. Do you plan ahead on the use of your time?...	—	—
7. Are you well insured against mishaps or loss?...	—	—
8. Do you have definite goals you are trying to reach? .....	—	—
9. Have you made several improvements in your work? .....	—	—
10. Do you figure how to get along with different people? .....	—	—
11. Do you do special reading, or get expert advice, before making important decisions? .....	—	—
12. Have you planned what you would do if your present work stopped? .....	—	—
Total number of "Yes" answers.....	—	—

People have to be able to handle themselves before they are successful in handling others. Five "Yes" answers indicates you have average foresight in everyday life.

Good executives have almost all the questions answered "Yes," reflecting good judgment and self-control.

Those with only a few "Yes" answers are inclined to be impulsive and often become involved in unnecessary troubles.

To handle others, we must plan for ourselves as well as for others.

### Domineeringness

	Yes	No
1. Do you stand up for your rights?.....	—	—
2. Do you dislike doing what others suggest?....	—	—
3. Do you usually try to have things done your way? .....	—	—
4. Do you get right down to business, avoiding small talk? .....	—	—

	Yes	No
5. Do you tell people what to do, without first trying to get them interested in doing it? .....	—	—
6. Do you try to get prices lowered for you or extra free service? .....	—	—
7. After making up your mind, are you pretty firm? .....	—	—
8. Do you usually have your own way with others? .....	—	—
9. Do you think you have better judgment than the people with whom you work? .....	—	—
10. Do you express your opinions without hesitation? .....	—	—
11. Are you a bit sharp when people displease you? ..	—	—
12. Do you seldom ask people for their ideas? .....	—	—
Total number of "Yes" answers. ....	—	

The tendency to domineer people is shown by the "Yes" answers. The average person has five. People with more than average scores are likely to be bossy and to alienate people around them, rather than winning their cooperation. Ten or more "Yes" answers indicates that one is getting on dangerous ground for handling people.

A tendency to be domineering should be restrained by letting others do as they choose in many minor things, by asking for their ideas, by letting them take charge of some things, by reprimanding less.

Try substituting cooperation for some of the excess domination.

### J Temper

*Do you become irritated, want to make some cutting remarks, tense your muscles, or feel like hitting someone when:*

	Yes	No
1. Someone is late to an appointment with you? ...	—	—
2. Someone criticizes you? .....	—	—

	Yes	No
3. You just miss a car or bus? .....	---	---
4. You have trouble getting a telephone number? .	---	---
5. Someone argues with you? .....	---	---
6. You have trouble getting service in a store? ....	---	---
7. Someone makes a mistake that causes you work?	---	---
8. People are so noisy that you have trouble thinking? .....	---	---
9. Your work is not going well? .....	---	---
10. Someone breaks an article you prize? .....	---	---
11. Somebody doubts your word? .....	---	---
12. Someone crowds you? .....	---	---
Total number of "Yes" answers. ....	---	

The average person has his temper touched off by seven of these happenings. A score of *less* than seven "Yes" answers is favorable.

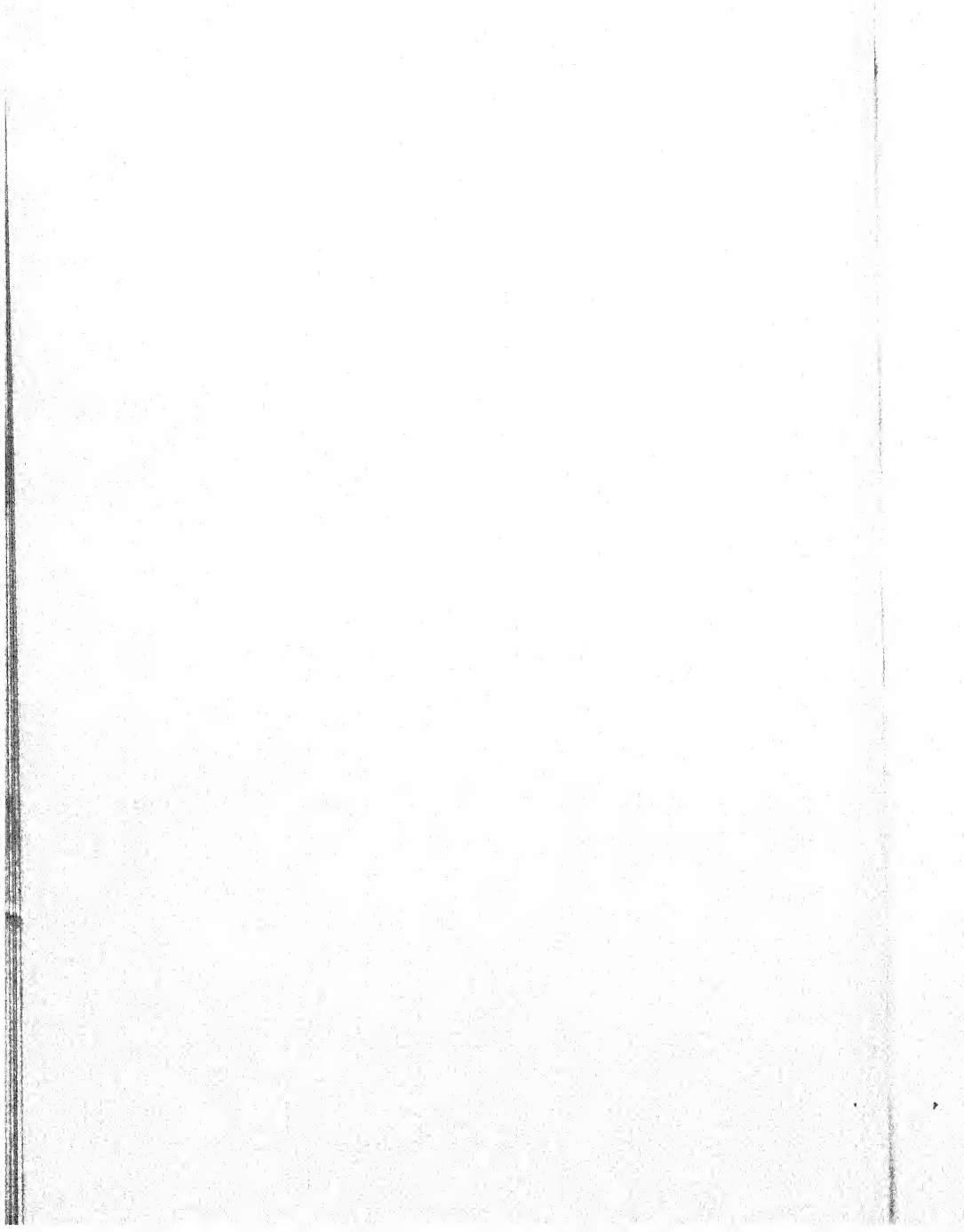
The hot-tempered person makes others obey him from fear. The mild-tempered person leads them, winning loyalty and co-operation.

Put off your show of temper until you are alone, and by then you will find that the temper has usually entirely disappeared.

Planning ahead, especially planning how to handle another person, often eliminates the situation that might have touched off your temper.

A temper is ingrowing, unless watched. It has a tendency to become worse as one gets older.

*To handle yourself, use your head;  
To handle others, use your heart.*

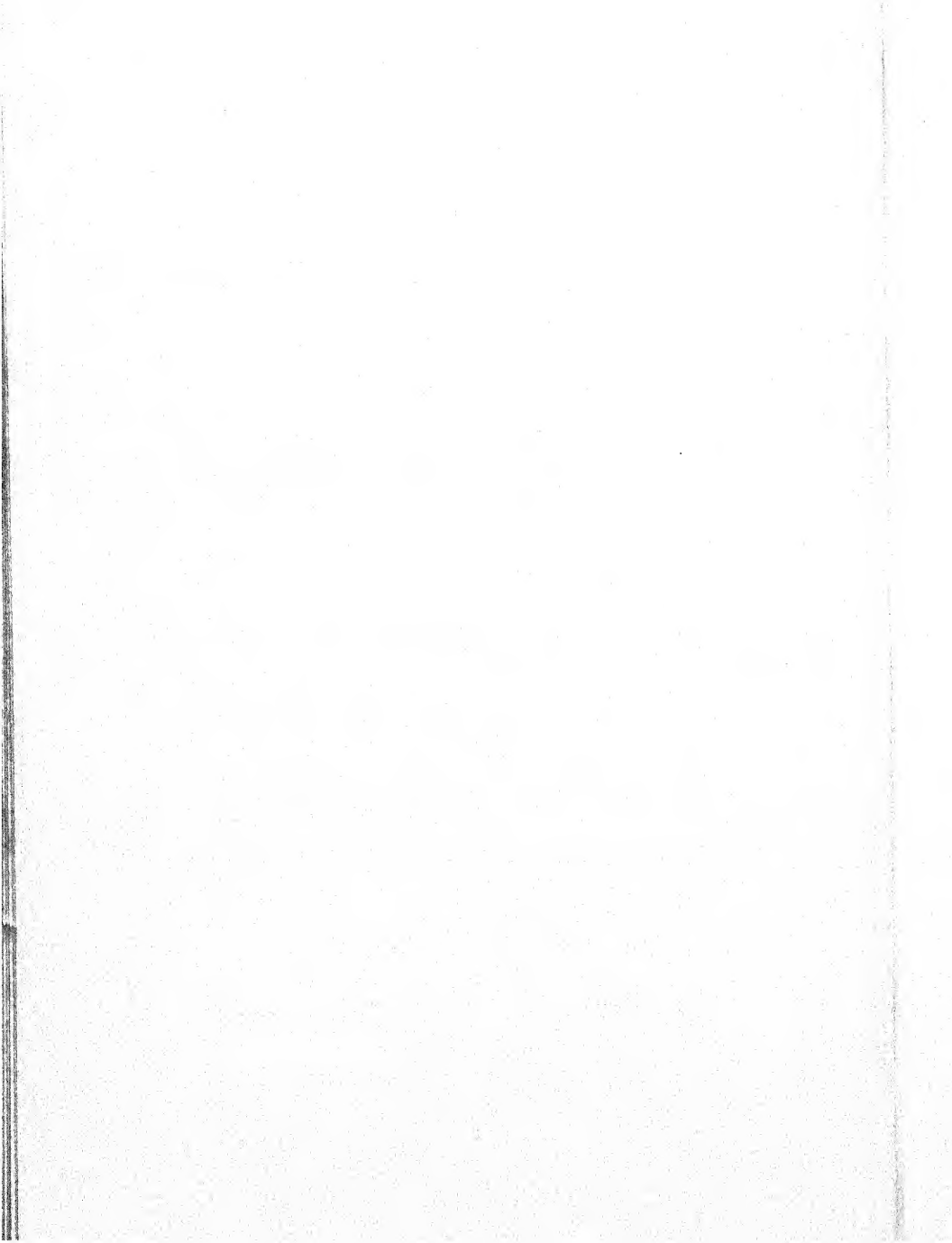


RULES FOR

# *Handling People*

by DR. DONALD A. LAIRD

1. Think of what *others* want, not what you want.
2. Plan in advance how to interest each person.
3. Let others have their way in many little things.
4. Reprimand, if absolutely unavoidable, in private and calmly.
5. Give others full credit for what they do.
6. Get suggestions from others and follow some of these ideas.
7. Let others run some things; don't try to do it all yourself.
8. Stimulate others with your enthusiasm.
9. Direct others only to coordinate efforts and abilities, not for the sake of bossing.
10. Lead; don't boss.



*Success at work*

**T**wo medical students at the University of Michigan had finished their rounds of clinical classes one early spring day in 1883.

"Just a few more weeks and I'll be starting for New York," the stocky student exclaimed. "The Middle West is a cheap place to study medicine but no place to practice it—just small towns and poor farmers. I'm going to practice in New York, where I can collect comfortable fees from the newly rich. I'll travel in Europe and have the showiest team and coachman in town. None of this saddlebag medicine for me.

"Come on, Will," he continued, puffing spitefully on a fragrant pipe. "Don't be a frontiersman. Come on east with me. We'd make a great team and get rich quickly."

Slender Will, who did not look his twenty-two years, shook his head slowly. His blue eyes gazed into the northwest.

"No!" he said. "There is no doctor for hundreds of miles west of here. Those settlers need a good doctor desperately. I'm going back home and become a great surgeon. They *need* one!"

One Sunday July evening on the Minnesota frontier, Young Will, who still blushed when anyone called him *Doctor* Will, was chatting with Judge Start at the Mayo farm.

"You're a full-fledged doctor now," the judge said. "Are you going to settle in some big city to make your fortune?"

The boyish blue eyes looked directly at the judge. The young man's voice was serious, confident.



"No, judge," he said, "I expect to remain in Rochester and become a great surgeon."

You know the story's end. Will Mayo did become a world-famous surgeon. His skill transformed Rochester from a small frontier town into an internationally famed medical center.

The newly rich, as well as the established old families of New York, took their medical problems to the frontier Mayos, instead of going to the stocky chap in their own city, who had schemed to get rich off their ailments. The scheming chap made a living but never had the fancy gig or took that trip to Europe.

The slender young physician who kept his dreamy eyes fixed where he was needed most reaped the rewards. He was not figuring "What can I get out of it?" but "What can I put into it?" At twenty-two he was already aiming to be a great surgeon, not a rich one. He worked to be a success at his profession.

What do most people think makes their work important? The personnel department of a large corporation kept a record of the reasons that employees gave when requesting raises. Apparently these ambitious folk did not know why Dr. Will Mayo and thousands of others have been outstanding successes at their work.

*Because I need more money!* The corporation found this to be the most oft-repeated reason for asking for a raise. They were truthful—they did need more money. Families had grown or illness had added expense. But they should have asked for a loan or for charity, not for a raise.

*Because I have worked a long time* is the next most common reason given. Maybe it is the boss who should get the raise, in that case, for putting up with a worker who still needs to be supervised after working that long. Each worker is usually automatically considered for a raise at least once a year, and anyone who has really increased his usefulness seldom gets lost in the shuffle.

*Because someone who does the same work received a raise* is the third most frequent reason given, and this is the most dangerous of all reasons. There are usually individual records that show how well and how quickly each employee is doing each type of work in a given plant. "Doctor Will," as everyone called him, was not doing the same work; he was improving with each operation, devising new operations, passing his new skills along to others. He was watching his input, not envying the other fellow.

There is a reason for raises, and there is scarcely one instance in a hundred where favoritism or partiality has anything to do with it. Then, why does someone receive a promotion or a raise? Because

He has made suggestions that improve the work.

He requires less supervision than formerly.

He is now capable of supervising others.

He has learned to do more difficult work than formerly.

He has taken some course to qualify for a better job.

He knows how to get along splendidly with his fellow workers.

He continually makes himself worth more.

It isn't simply hard work that makes one a success. It is more intelligent work. We have to work diligently to hold a job, to make a bare living. The plusses come from using more skill, having more preparation, showing more cooperation.

The other fellow's job often looks easier than ours, and the more skill he has developed, the easier it looks to an outsider. There was Enrico Caruso, perhaps the greatest tenor of all time. He seemed to sing easily, naturally.

"If I had only been born with Caruso's vocal cords," envious tenors said. Maybe! But for years Caruso's voice cracked on the high notes, and his teachers tried to persuade him to give up singing. He was hissed off many stages.

He reached the pinnacle of his chosen profession because he

spent many diligent years—when he was being hissed!—in determined practice and training. After he was at the top, his singing seemed so easy and natural that others said he was born with lucky vocal cords. Well, he had been lucky to an extent, lucky that he had the spirit to develop himself. He was a self-made man who did not quit his work too soon.

It was a philosophy professor, Wilhelm Knuth, who first made an obvious fact sink into my dense mind: "We spend more of our time at work than at any other waking activity."

I had been concentrating more on enjoying my spare hours than in making my work more productive and pleasant. As that working challenge sank into my conceited young cranium, I began to use my spare time to qualify for more effective working hours. It is one of those obvious little facts which, when applied, bring great results.

The difficulty that all employers experience when they try to find people who can handle top jobs shows that hordes of us have to reflect upon and put into practice the philosopher's observation. That is why all big concerns have to maintain costly training departments to upgrade the skills of their workers, who are often thoughtlessly on strike against their own futures.

A few evenings ago I read a faded, yellow document, written in a labored script in the early 1800's. It was a contract of indenture between the father of a teen-aged Connecticut boy and a foundryman in New York State. The lad was being bound to the foundryman, to be taught "the art and mystery of founding," until he became twenty-one. The lad was to receive no salary, and his working hours were to stretch from sun to sun.

The following evening I attended the graduation of an apprentice school at a humming plant that employed 5,000 workers. Half a hundred young men had finished the three-year course of shop and classroom instruction that the firm provided for high-school graduates. Each was a learner, yet he had re-

ceived a comfortable wage every week during the course, in addition to valuable technical instruction.

There was contrast! In the pioneer days young people worked, without pay, to qualify for success at work. Today they are paid.

This makes us think of the factory at Ashland, Ohio, that erected a new supermodern boilerhouse, but no one could keep steam in it. The management decided to spend several thousand dollars more, to make the smokestack taller.

A young engineering student, home on vacation, visited the new plant. He wanted to see for himself the wonder boiler of the year and was disillusioned when he learned it would not work. He started thinking. He remembered how difficult it was to open the door into the powerhouse—the draft through the building sucked the door tightly shut.

"Maybe you don't need to raise the chimney," he had the nerve to tell the experienced engineers. "Try leaving the door or window open to let some air into the firebox. A taller chimney will just make more suction, but the fire needs more air."

The engineers opened a couple of windows to increase the input of oxygen and from then on had no trouble in keeping up steam.

The old-timers had been looking at the wrong end of the trouble, but the student, who was preparing himself for success at work by increasing his own input, correctly figured that the boiler, too, needed more input, not a raised chimney.

The young engineer was Charles F. Kettering, who became the research genius of General Motors. To this day he is a little leary of college graduates, because he finds that many of them stop increasing their input as soon as they receive their diplomas. There is a rumor that he himself threw away his college diploma, because he did not want to be misled into thinking his input was completed.

In a small park at Charleston, W. Va., I chanced across the statue of a man who built an empire for thousands of people

by keeping up his input. The statue depicts a rugged man, dressed as a woodsman-surveyor. This is Henry Gassaway Davis, who spent seventy active years developing that mountainous empire. He died in his nineties. On the base of the statue is this inspiring description of a man who kept up his input:

“Worked as if he were to live forever  
Lived as if he were to die tomorrow.”

How different was the outlook of a middle-aged man who wrote me candidly some time ago! (He sent the same letter to a large number of people, newspapers, and magazines.)

“Please let me know right away,” he wrote, “the easiest way to make a lot of money without having to work for it.”

Doctor Will could have given him an answer he would not have liked, for this correspondent obviously wanted to chisel a career, not to carve it.

How much has your handwriting improved in the last ten years?

Nine out of ten find their writing is worse, and thereby hangs an interesting tale. Practice does not make perfect. People simply write, with no attention to improvement. For years the practice has been of a passive sort, with scarcely a minute's active practice based on self-criticism of one's handwriting.

In one's life work practice is called “experience,” and experience, of itself, does not make perfection. In many instances the experience has merely given the worker more years of practicing the poor way of doing his work. The experience has kept him at an inefficient level because he has not used self-criticism to improve his way of doing his job.

I was with a friend when he looked over a farm the mortgage on which the bank was foreclosing. The farmer had worked it for twenty-two years, and each year his return had been less. Buildings and fences had deteriorated. The farmer

had lost his inheritance, all of which he had invested in the farm, while my friend got a farm with splendid possibilities for a ridiculously low cost.

All the adjoining farms were profitable. Why was not this one? Because the farmer did not criticize his farming methods. He had more than thirty-five years' experience farming, by the calendar, but in terms of experience he had farmed only one year. At the end of thirty-five years he was doing just as he had the first year. The county farm agent had long since given up trying to tell the old farmer about new methods of crop rotation, fertilization, pest control, cultivation. The old man persisted in practicing his poor way of farming. He had practice enough, but not intelligently guided practice.

My friend, a self-made factory executive, had only a speaking acquaintance with farming, yet the first year he cleared several thousand dollars. He had little practice farming, but he sought advice and read to make that practice intelligent and profitable, just as, by self-criticism, he had been able to rise to the top in industry.

"I'm entitled to make a mistake, but not to make it a second time" is one of his favorite sayings. When he makes a mistake he indulges in some self-analysis to find why it was a mistake and what he should have done instead.

The bankrupt farmer, in contrast, was the dead-certain-of-himself type who never admits a mistake and consequently blunders along through a lifetime of mistakes. These folk never criticize themselves and fight back when the county farm agent, or the boss, makes a suggestion.

Those who don't profit from experience are like the conceited Sheriff of Nottingham who sings in "Robin Hood":

"I've never yet made one mistake—  
I'd like to for variety's sake."

Children learn by eliminating errors. Adults progress by discovering and then avoiding their errors.

An adult must use self-criticism to discover his errors. Paderewski was twenty-four, a widower with a crippled son, and apparently without much promise for the future. He had given a few public piano recitals, but his audiences had been about as indifferent as the critics. Discouraged, he seriously contemplated starting over in another field.

He indulged in the luxury of self-criticism. He did not complain about unfriendly audiences but examined himself. He did not complain about himself but earnestly sought to find what he should eliminate. This is indeed the luxury of self-criticism, since so few people indulge in it.

Paderewski's self-criticism revealed that, for one thing, he grimaced when playing. He made really frightful faces. So he put a large mirror on the piano and watched himself play, and he soon controlled his tendency to distort his face, and critics acclaimed his "naturalness and ease" at the keyboard. He had learned his famed naturalness and ease by hard practice, based on self-criticism.

For another thing, although he had taught in the conservatory and had given public recitals, his self-criticism revealed a deficiency in finger skill—he needed more strength and agility in his fingers. At twenty-four, therefore, he started all over and practiced the finger exercises with which young children are introduced to the piano. For seven hours a day he pounded away at finger exercises, day after day for years.

His best friends had not told him what was wrong with his playing. He had to figure that out for himself and then practice to bring about the changes in his playing.

For nearly half a century he was the recognized premier pianist of the world. Lesser performers envied his skilled fingers, his relaxed face. They might have had these themselves, had they been constructively self-critical of themselves and then practiced to acquire the things they envied.

Paderewski was a genius, but he made his genius greater by intelligent self-criticism.

Leonardo da Vinci was another genius. His start in life was not auspicious; he was an illegitimate child. His father wanted him to become an attorney, to make money. But young Leonardo wanted to be a scientist, a teacher, an artist, and he finally became all three, despite his father's protests.

Like the famous Polish pianist, Da Vinci had copper-colored hair. Both were tall, and both advanced themselves by their intelligent, constructive self-criticism.

Art museums and science repositories have carefully preserved Da Vinci's sketches, sketches that are valued above any price. These are the preliminary sketches in which he worked out his ideas for laborsaving devices, bridges, model cities, flying machines, and his renowned painting of "The Last Supper."

Superb as they were, these sketches never quite pleased him. Across the bottom of many of them he wrote—to himself!—"This is simple and good. But try to do better."

That became Da Vinci's lifelong motto, *try to do better.*

His talents were recognized during his own time, and he had extraordinary talents, plus the rare ability to criticize himself constructively. That is one of the hallmarks of genius. Lesser persons hotly defend themselves, try to cover up their blunders, but men of genius are critical of themselves, and improve through their own self-criticism. They don't blame the world or their rivals; they look inside themselves to discover stepping-stones.

The lesser persons may become discouraged when they criticize themselves, but those who go ahead find stimulation for greater intelligent effort from their self-criticism. Their self-criticism shows them how to practice to approach perfection.

The rope-twirling humorist, Will Rogers, showed the self-critical qualities of genius. He ran away from home, a show-struck boy, joined second-rate Wild West shows, and toured the world. Broke but not disillusioned, he returned home, began a long climb through vaudeville until he reached acclaim by the entire world.



During his vaudeville years his cheap hotel rooms were littered with ropes with which he practiced for hours for a twenty-minute performance. He became a talking performer, convulsing audiences with timely comments that seemed spontaneous. He criticized and altered these comments, however, until he got the right reactions, sometimes taking two hours of labor to polish a pithy remark that took only twenty seconds to say before the audience.

He did the same thing with writing, once he entered that field. A battered portable typewriter became his inseparable companion. He wrote and crossed out, wrote and crossed out, always criticizing his thought and phrasing, until it passed his self-criticism. Lesser men would have rested on their first efforts or become discouraged at their self-criticism and quit, but Will Rogers's self-criticism was a spur to practice toward perfection.

James Barrie was a hack writer for a small newspaper. He was imaginative, and his feelings were sensitive. His first self-criticisms upset him, and he was on the verge of entering other work, but he forced himself to be his own best friend. He made himself withstand his own self-criticism. His writing improved as a result, and finally he not only took his own criticism, but sought it from others also, often in whimsical ways.

After he had become—or, rather, made himself—a famous novelist and playwright, he was in a theatrical producer's office one day when an actress, noted for her bitter attitude toward playwrights, was announced.

"I want to hear what she has to say about my plays," Barrie said hastily. "I'll sit at that desk over there, posing as one of your secretaries. She can't see my face—and you ask her what she thinks of my plays."

He hunched over the desk, busy with papers and nearly convulsed with mirth as he listened to the sharp-tongued actress tell why she never wanted to act in one of Barrie's plays.

"I can't say I like to agree with everything she said," was

his comment afterward. "But on some things she confirms my own feelings. I will profit from this in my next play."

His next play was the famous "A Kiss for Cinderella."

David Lloyd George was a struggling young lawyer in a poverty-stricken section of Wales. Something inside him urged him to take the unpopular side of questions, to take cases that seemed hopeless. Only twenty-five, he met many rebuffs, yet continued to build a firm foundation for his future by constant constructive self-criticism. He did not intend to make the same mistakes a second time.

He would quietly walk into political meetings where he knew he would be attacked by the speakers, but he would sit inconspicuously in the back of the room, hold his tongue, and listen to his opponents abuse him. Did he lose his self-control and strike back? He struck back indirectly, and in the most effective way. His opponents' criticisms showed him some of his errors, which he soon corrected. He became a stronger, bigger man, this frail youth of twenty-five.

At twenty-seven he was in Parliament. At fifty-three he was Britain's strong wartime prime minister and virtual dictator—real progress for a lad who had championed the unpopular side on the mountain slopes around Llanystumdwy. He progressed because he was eager to learn through experience, to find the mistakes that his best friends would not tell him to his face.

About the same time Lloyd George was teaching himself law, another young man was working for H. J. Heinz, on the mountain slopes around Pittsburgh. One week the boy discovered he had made an error that cost the new firm \$76. He promptly reported his blunder, assumed full responsibility, and waited for the consequences.

The consequence was a \$5 a month raise!

"A fellow who can find his own mistakes is worth more than one we have to watch," was Mr. Heinz's comment.

Later the boy who discovered his own \$76 mistake, and never repeated the blunder, became one of the firm's directors.

The school of experience is a great teacher, but the pupils have to use self-criticism to profit from their mistakes. Many of the pupils are dunces who keep practicing the things that block their progress.

How much has your handwriting improved?

If you want to find your real friends, look to those who criticize you constructively.

Most persons know that criticism cuts to the core, that it usually brings resentment, not appreciation. So they suppress their impulses to make suggestions, to point out errors. A few vigorous persons revel in being outspokenly critical, but the majority control the critical impulse.

Factories and offices are filled with workers who need criticism and seldom get it. These workers do not advance. They work inefficiently, because their bosses will not speak the criticism they know is needed.

The poor boss is in a dilemma. If he does criticize the workers they are likely to become peevish, to make trouble in a spirit of revenge. And if he doesn't criticize them the work continues in low gear, the workers develop their skills slowly and perhaps never attain the potentialities within them.

Rough surveys we have made indicate that four bosses out of five usually stifle their impulses to criticize workers. Another way of stating the same thing is that four out of five bosses are unfair to their employees because they do not show their employees the ways in which they could improve themselves.

Most employers frankly admit that the hardest part of their work is criticizing their employees, so many don't do it. This is not a ticklish task if the boss only knows the right way to criticize, but that is another story, told in our book "The Technique of Handling People."

And when you are criticized, what do you do? Blow up? Sulk? Brood? Try to convince your critic he is wrong? Work in low gear until you gradually forget it? Think of quitting

your job? Try to get something on your critic? Those are common reactions to criticism and reprimands. Such attitudes are negative.

Try this positive action instead:

1. *Thank your critic.* He probably meant well. He did it because he saw you needed to improve. Only a few try to be nasty, try to make you feel like a worm. Give your critic credit for good intentions, at least.

Your mouth may be dry with anger or embarrassment. Your voice may sound hollow and far away, but try to make it sound natural and thank your critic as though you meant it. Even when you know it is one of those rare instances when the criticism springs from jealousy, thank him as if you meant it. Smile!

2. *Ask for specific suggestions.* Your critic may not have expected your thanks, but your sensible act will make him feel differently at once. When you ask for definite recommendations, you will change the critic into a helpful friend.

If the criticism was born of jealousy, being asked for specific suggestions leaves the critic out on a limb. He can't give any suggestions, because there was no foundation for his remarks. They were purely destructive.

Asking for specific suggestions transforms the criticism into constructive development. It lets the boss know you have the stuff. It flatters his vanity when you ask him for his advice. Most of his suggestions will be helpful.

Criticism is usually bad news. These two rules change it to good news. If you find criticism hard to take—and who doesn't!—these two rules will make it easier to take.

Katharine Hepburn was an impulsive, obstreperous, red-headed Yankee, yet agonizedly shy. When she went to college she wore a flame-colored dress to the dining hall the first evening. Upperclassmen criticized her, and for seven months she did not go into the dining room again.

After she left college she started a dramatic career, but the

friendly and necessary criticism only made her fight back. At her stage debut she rushed her lines and her voice climbed higher and higher until it was a shriek. She fought back when her voice coach, the stage director, her fellow actors and actresses made suggestions.

"If I behaved like that, I was a stinker!" was her comment later.

It was an affectionate, frank-spoken English widow, Emily Perkins, who taught Katharine Hepburn the two rules for meeting criticism. When they met, Mrs. Perkins was a humble worker in the wardrobe department, but she taught the actress how to be true to herself, how to take criticism. The actress hired Mrs. Perkins, helped her learn stenography, and made her her private secretary.

Ole Bull had an odd name, but he made it the most famous of his generation. His practical father, a chemist, sent him to the University at Christiania, to study for the ministry, and forbade him to play on his loved violin.

He failed in his Latin examinations, then devoted himself to music. That was his love, his skill. His violin teachers were mere fiddlers who taught him nothing, but with the confidence of youth Ole Bull started on a concert tour.

At Milan a newspaper critic printed: "He is an untrained musician. If he be a diamond, he is certainly in the rough and unpolished."

Young Bull went to the newspaper office—and thanked them. The astounded editor introduced him to the critic. Ole spent the evening with the seventy-year-old critic, asked about his faults, asked how to overcome them.

He gave up his concert tour and spent six months on concentrated study under really able teachers. He practiced hours upon hours daily to overcome his faults. Then he went back to his concerts, and, when he was twenty-six, his playing was the sensation of Europe.

In Stockholm the king stood in homage to his playing, the

students at Christiania crowned him with laurel, for Ole Bull was no longer a fiddler but the world's outstanding violinist. He had followed those two steps. He thanked his critic, and asked for specific suggestions, *which he followed*.

Then Ole Bull came to the New World. The entrenched critics were opposed to this odd violinist, who played on all four strings at once, who transposed an entire selection without hesitation when one of the strings snapped during a recital. With the critics arrayed against him, the editor of the New York *Herald* saw a chance for a scoop. He offered to let Ole Bull answer the critics in his newspaper, but the violinist declined.

"I tink," he said, "it is best tey writes against me, and I plays against tem." He had already learned to be thankful for critics.

The author of a new play was pacing the old Palace Hotel floor, in San Francisco. He clutched wrinkled copies of the latest newspapers. The critics had lambasted his play. He was so angry you could hear his heartbeats. As Charles Frohman came in from the theater, the author rushed to him, thrusting the newspapers into his hands.

"Look, look!" he exclaimed. "See what the critics have done to us!"

Frohman read the bitter reviews, dropped the newspapers on to a sofa.

"But we've got the better of them, anyway," he commented.

"Got the better of them? How on earth can that be?"

"Well, the critics have to stay here. We can move on."

And they did move on, changing the play slightly in view of the criticisms. The play became a success, and the critics had to live down their unfavorable comments.

Someone has observed that one reason why educated men go further in the world is that they have learned to take criticism. The teacher's job is to correct students' errors, to criticize their thinking and work. Teachers are paid to find fault, which may explain why so many of them are disliked. The teacher who

does not criticize is the most popular but likely does the least good.

Students who cannot take criticism leave school or flunk out. The educated man has more than book or laboratory learning; he has usually learned how to take criticism.

Those who can't take it head toward a one-man business, where they have no boss to criticize them, no partner or associates to irritate them by making needed changes. The bankruptcy rate is highest among such one-man businesses, and the usual cause for the financial failure is listed as incompetency—the man wouldn't profit by criticism.

Criticism can't be laughed off. We have to take it. Don't be a snapping turtle and fight back or a mud turtle and crawl into your shell and pout.

Criticism can be taken, to your immense profit, by:

1. Thanking your critic, to his face and at once.
2. Asking your critic for specific recommendations.

That question shows whether the criticism comes from jealousy, incompetency, or lack of knowledge. If it is due to those causes, then you have won and can forget it.

But if the critic was sincere and qualified, and you did need the criticism, he can make you a better person by showing you how to strengthen yourself.

It may be impossible to love our critics, but we should be thankful for them.

And if you imagine people will not criticize you, you might as well expect to find a penny with a head on each side.

### Go-getters

	Yes	No
1. Are you striving to increase your earnings? . . .	—	—
2. Do you like to convert people to your views? . .	—	—
3. Do you have an emphatic way of talking? . . . .	—	—
4. When things go badly, do you work all the harder? . . . . .	—	—

	Yes	No
5. Regardless of obstacles, do you usually finish what you start? .....	—	—
6. Do you enjoy having responsibility? .....	—	—
7. Do you like to be the one who gives the orders? .	—	—
8. Are you annoyed when others boss you? .....	—	—
9. Are you pretty strict with those working with you? .....	—	—
10. Do you start most things confidently? .....	—	—
11. Do you usually have your own way easily? ....	—	—
12. Are you pretty confident of your ability? .....	—	—
Total number of "Yes" answers.....	—	—

Go-getters have many "Yes" answers. The average woman has only three "Yes," the average man only four.

Persons with seven or more "Yes" are definitely go-getters. They get the raises and the good jobs, and they get things done. They are good for competitive businesses, while people with few "Yes" answers make good on civil service jobs, where routine is more important than competition.

Those who rate less than average on this list usually have to be content with humdrum jobs, unless they make themselves become more go-getterish.

Too many "Yes" answers indicates that the person may be difficult to work with or for, since he expects so much of others, or he may be ruthless. People having more than seven "Yes" answers must avoid conceit unless they want to live lonely lives despite their success.

### Working spirit

	Yes	No
1. Is your work a sort of which people in general approve? .....	—	—
2. Do you think your boss appreciates your work? .	—	—



	Yes	No
3. Would you say your employer, or public, is fair with you? .....	—	—
4. Do you think most bosses give their workers a square deal? .....	—	—
5. Do you rarely worry about your work? .....	—	—
6. Do others seem to want to make your work easy? .....	—	—
7. Do you feel at ease when applying for work? ..	—	—
8. Would you feel at ease asking for a raise? .....	—	—
9. Does it seem to you that most promotions are made fairly? .....	—	—
10. Do you feel free from restraint in your work? ..	—	—
11. Do you like your work? .....	—	—
12. Do you feel that your boss tried to give you a break? .....	—	—
Total number of "Yes" answers.....	—	—

The "Yes" answers show a good working spirit. The average person has nine "Yes" answers, indicating that most people are in harmony with their work.

Persons who have five or less "Yes" answers are on the discontented side. They may be merely personally dissatisfied; a different kind of work, a different kind of a boss, or better training for the work might cure that.

A low score may indicate a suspicious streak, which indicates that the person will be a perpetual troublemaker and will have difficulty holding down any job.

Persons with low scores may be inclined to fight for their rights, whereas they should work to improve themselves and their attitude toward work.

Persons with very high scores may be too docile and sheep-like for their own good.

Success in modern business and industry requires a great deal of personal cooperation. Persons with low scores need to guard against noncooperation.

**Live wires**

	Yes	No
1. Are you a rapid talker? .....	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2. Do you keep moving around at social affairs? ..	<input type="checkbox"/>	<input type="checkbox"/>
3. Do you participate in active sports and games? ..	<input type="checkbox"/>	<input type="checkbox"/>
4. Do you get excited about new activities? .....	<input checked="" type="checkbox"/>	<input type="checkbox"/>
5. Are you usually doing something active? .....	<input checked="" type="checkbox"/>	<input type="checkbox"/>
6. Do you take part in several outside interests? ..	<input checked="" type="checkbox"/>	<input type="checkbox"/>
7. Do you do more than your share of the talking? ..	<input checked="" type="checkbox"/>	<input type="checkbox"/>
8. Are you a rapid eater? .....	<input checked="" type="checkbox"/>	<input type="checkbox"/>
9. Do you like to get things started? .....	<input checked="" type="checkbox"/>	<input type="checkbox"/>
10. Do you often hate to stop work, or play, to go to bed? .....	<input type="checkbox"/>	<input type="checkbox"/>
11. Do you like to walk briskly? .....	<input checked="" type="checkbox"/>	<input type="checkbox"/>
12. Do you enjoy committee work? .....	<input type="checkbox"/>	<input type="checkbox"/>
13. Do you telephone people a great deal? .....	<input checked="" type="checkbox"/>	<input type="checkbox"/>
14. Do you keep caught up in all your work and correspondence? .....	<input type="checkbox"/>	<input type="checkbox"/>

Total number of "Yes" answers..... —

Live wires have eight or more "Yes" answers. The average adult has five "Yes" answers to this list.

Persons with many "Yes" answers get things started and usually get them done, although they must watch about having more things under way than they can finish. They must also guard against going off half-cocked and usually need to think a bit more than they are inclined to do naturally. They may tire others out and must consider this. Live wires are popular so long as they do not have bad tempers and are considerate of others. Good salesmen and managers make high scores.

Those with low scores need to be peppier. It usually helps merely to move faster, talk faster, to pretend that one is enthusiastic. A little more sleep, obtained by going to bed a half hour earlier, has worked wonders with some who had low

scores. People with low scores have been described as working in low gear.

### Self-reliance

	Yes	No
1. Do you plan your own work? .....	—	—
2. Do you rarely ask others for help? .....	✓	—
3. Can you talk with others easily? .....	—	—
4. Do you make yourself do things you know are good for you? .....	—	—
5. Do you admit your blunders to yourself, without blaming yourself? .....	✓	—
6. Can you work well when others blame you? ...	—	✓
7. Do you speak up when someone tries to take advantage of you? .....	—	—
8. Do you like to get acquainted with people? ....	—	—
9. Do you leave parties early? .....	—	—
10. Do you keep calm when things go wrong? .....	—	—
Total number of "Yes" answers.....	9	—

Self-reliant people have many "Yes" answers. The average man has seven, while the average woman has six.

Persons with more than average self-reliance require little bossing and make good bosses for others. They are also well adapted to having their own business. They are generally well regarded by others, and there is nothing about self-reliance itself to cause strife or unpopularity. The chief danger is that the person who is too self-reliant may become a lone wolf.

Those with low scores may be leaning too much on others to get ahead for themselves. While the low scorers are usually more agreeable than the others, they may lean upon others so much that they become nuisances. Sometimes this low self-reliance is a result of too much domineering in childhood by an aggressive parent. In such cases one's self-reliance is helped by moving into another city to live and work.

Some people who have always thought that they were self-

reliant make low scores on this list. This indicates that they have been confusing stubbornness with self-reliance.

### Matching the job

*On this side:*

Check whether  
you like it  
or not.

Check here for  
what your work  
requires:

Yes	No		Yes	No
—	—	1. Little physical activity? .....	—	—
—	—	2. Work requiring heavy exertion?...	—	—
—	—	3. Working pretty much by oneself?..	—	—
—	—	4. Working with a group of people?..	—	—
—	—	5. Accurate and painstaking work?....	—	—
—	—	6. Mostly outdoors work? .....	—	—
—	—	7. Writing required in the work? .....	—	—
—	—	8. Work progresses slowly to comple- tion? .....	—	—
—	—	9. Work is much the same every day?.	—	—
—	—	10. Someone else does the planning?....	—	—
—	—	11. A chance to move around places during day? .....	—	—
—	—	12. Work with machinery? .....	—	—
—	—	13. Requires considerable arithmetic?...	—	—
—	—	14. Have to manage other people? .....	—	—
—	—	15. Working with artistic things? .....	—	—
—	—	16. Need nerve or courage at times?...	—	—
—	—	17. Other sex not around? .....	—	—
—	—	18. Have to convince other people? .....	—	—
—	—	19. Work in a neat, clean place? .....	—	—
—	—	20. Have to do some bargaining daily?..	—	—
—	—	21. Hours not regular? .....	—	—
—	—	22. Be around animals? .....	—	—
—	—	23. Keep dressed up? .....	—	—

Yes	No		Yes	No
—	—	24. Meeting many people? .....	—	—
—	—	25. Traveling places? .....	—	—

The person who matched his work perfectly would answer exactly the same questions "Yes" on each side of this page. Scarcely one person in a hundred thousand has what he likes to do match with what he has to do. The average person has only about half of the answers on the two columns match.

The "Yes" answers in the column on the left that are not matched by your work show things you should try to find through hobbies and outside activities. Your job can't be changed much, unless you change jobs, but you can find hobbies to give an outlet for the things you like.

### Working efficiency

	Yes	No
1. Does a trained worker have better muscular efficiency than that of a diesel engine? .....	—	—
2. Do quick movements use more energy than slow ones? .....	—	—
3. Will tiredness spread from one muscle to others? .....	—	—
4. Are curving movements less tiring than straight ones? .....	—	—
5. Does coffee or tea relieve the feeling of tiredness? .....	—	—
6. Is efficiency increased by shorter working hours? .....	—	—
7. Are arms stronger when held close to the body than when extended? .....	—	—
8. Should the feet be drawn back under the edge of a chair before getting out of it? .....	—	—
9. Are the arms stronger when the palms are turned upward? .....	—	—
10. Can things be grasped more tightly when the hand is bent backward at the wrist? .....	—	—
11. Should we bend the back rather than the knees when lifting a heavy load? .....	—	—

	Yes	No
12. Should the feet be kept as far away as possible from things we lift? .....	---	---
13. Is stretching less tiring than stooping? .....	---	---
14. Should a shovel be pushed with the arms rather than the knee? .....	---	---
15. Should one carry a load that is more than 40 per cent of his own weight? .....	---	---
16. Should a load be carried by resting it on one hip? .....	---	---
17. Is it efficient to work straight through the day with rest only at mealtime? .....	---	---
18. Is it bad to use lots of salt during hot weather? .....	---	---
19. Is it bad for hard workers to eat candy? .....	---	---
20. Are people as efficient at nightwork as in day-work? .....	---	---

This is a guide list to show how to do muscular work correctly. The first ten questions should each be answered "Yes," the last ten each take a "No" answer.

This list will show some errors you are making in your muscular work.

### Dependability

	Yes	No
1. Do you keep your appointments in spite of obstacles? .....	---	---
2. Do you get yourself up promptly mornings? ...	---	---
3. Are you annoyed when someone is late? .....	---	---
4. Do you get things done before the last minute? .....	---	---
5. Do you obey traffic and other signs? .....	---	---
6. Do you mail letters promptly? .....	---	---
7. Do you use spare moments to catch up on odd jobs? .....	---	---
8. Do you keep things picked up and properly stored? .....	---	---
9. Does it take something serious to keep you from work? .....	---	---

	Yes	No
10. Do you do unpleasant jobs without trying to get someone else to do them? .....	—	—
11. Do you try to follow all the rules and regulations? .....	—	—
12. Do you carry out all your promises promptly? .....	—	—
Total number of "Yes" answers.....	—	—

The average person has seven "Yes" answers. People with more than this average are in the dependable class. They wear well in associations with others and are valued workers since they require little supervision. They must watch that others do not take advantage of this dependability and shift extra work on them.

Those with below-average scores are likely to get in many tight squeezes and embarrassing situations because of this tendency to let things go or to try to evade responsibility. People with low scores usually need to boss themselves more firmly.

### Independence

	Yes	No
1. Are you not discouraged when others disagree with you? .....	—	—
2. Can you decide quickly what to do in an emergency? .....	—	—
3. Do you usually know what to do next? .....	—	—
4. Is it hard to convince you your ideas are not good? .....	—	—
5. Do you keep your personal troubles to yourself? .....	—	—
6. Is it hard to talk you into something of which you disapprove? .....	—	—
7. Do you tackle unpleasant jobs first? .....	—	—
8. Do you usually count your change to make sure it is correct? .....	—	—
9. Do you keep busy in your spare time? .....	—	—
10. Do you seldom seek advice from others? .....	—	—

	Yes	No
11. Do you plan your work ahead? .....	—	—
12. Do you dislike rules and regulations? .....	—	—
Total number of "Yes" answers .....	—	—

Persons with many "Yes" answers are independent; those with few are dependent. The average is seven "Yes" answers.

Persons with many "Yes" answers have a strong urge to be bosses themselves and would rather have their own small business than make a better living with a large firm. They are inclined to criticize government.

These high-scoring independent people make splendid progress on their jobs so long as they are cooperative and do not become too critical of things. If they are bossed too firmly or too obviously they may become resentful; they should be handled with kid gloves.

Those with low scores may be walked over by others. They do need to be bossed, however. They usually need to plan their own work more in order to get ahead. They may need more confidence and self-assurance, which are analyzed in the following tests.

Men with low scores are likely to be henpecked, especially when married to a person with a high score. In such cases the man needs to be henpecked. When both husband and wife have high scores there is likely to be considerable strife in the home.

### Self-confidence

	Yes	No
1. Do you trust your own judgment? .....	—	—
2. Do you like to have responsibility? .....	—	—
3. Do you stand up for your opinions when contradicted? .....	—	—
4. Do you express your opinions without hesitation or apology? .....	—	—
5. Do you often start things? .....	—	—



	Yes	No
6. Can you work well when others are watching you? .....	---	---
7. Do you like to tackle hard jobs? .....	---	---
8. Are you at ease when meeting people? .....	---	---
9. Do you think you have pretty fair abilities? ....	---	---
10. Do others respect your suggestions? .....	---	---
11. Do you think you make a good enough appearance? .....	---	---
12. Do you like to take chances? .....	---	---
Total number of "Yes" answers.....	---	---

Confident persons have many "Yes" answers. The average adult has seven. As people become older they become a little more self-confident and have higher scores.

Those with high scores usually have better jobs or more success in business for themselves. Salesmen and bosses need high scores. The dangers in being too confident are that one may be overbearing with others or try the impossible and lose everything.

Persons with low scores are likely never to make the achievement their abilities would warrant. They should try to overcome this by tackling harder or more important jobs from time to time. Those with low self-confidence should think more about their strengths and less about their few limitations; their natural inclination is to think too much about their weaknesses.

### Self-assurance

	Yes	No
1. Do you like to be around important people? ...	---	---
2. Can you make a mistake without being upset by it? .....	---	---
3. Can you think of things to say when meeting people? .....	---	---
4. Is it easy for you to say "No"? .....	---	---

	Yes	No
5. Do you stick to your plans, regardless of difficulties? .....	—	—
6. Do you express your complaints promptly? ....	—	—
7. Do you remain calm when things go wrong? ...	—	—
8. Can you work without being upset when others find fault? .....	—	—
9. Would you like an important job, even though it might be lost soon? .....	—	—
10. Do you rely on your own taste in picking clothes? .....	—	—
11. Do you decide things quickly? .....	—	—
12. Do you almost never regret your decisions? ....	—	—

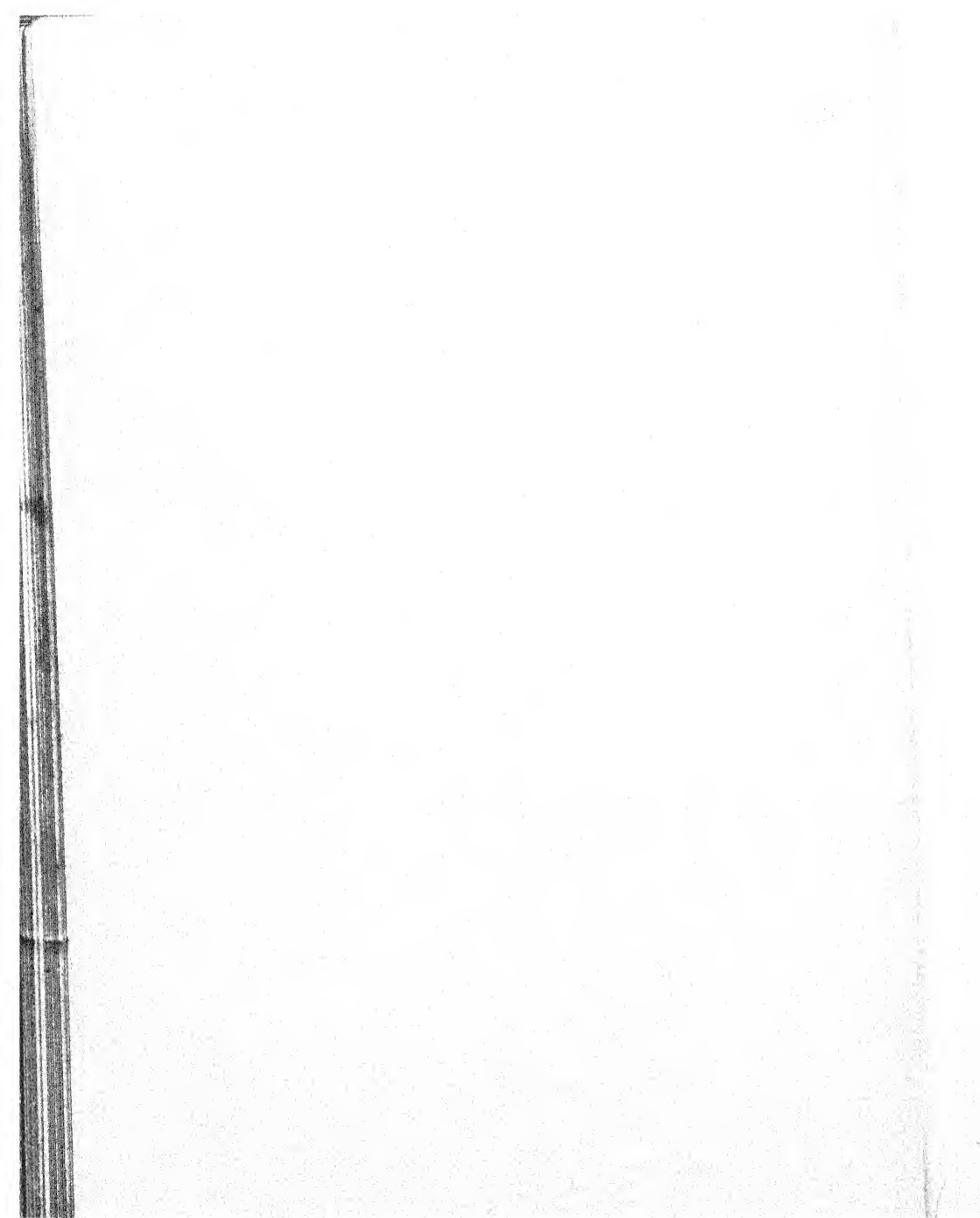
Total number of "Yes" answers..... —

Persons with lots of self-assurance answer all questions "Yes," but the average person has only six "Yes" answers.

Those with many "Yes" answers may be overly bold and fail to profit by their mistakes. Usually they are good workers and get things done. They express themselves forcefully and are not hesitant about asking for a promotion. They make good bosses so long as their judgment is unbiased.

Hesitant persons make low scores on this list. They may be looked upon as wishy-washy. Low-scoring people have the weakness of thinking too much about the few mistakes they have made. They do not make enemies, but neither do they attract a large number of friends, though they can be trusted friends. They should look after their own interests more and try to be more forceful and assertive to get ahead in the world. A genius does not need to have self-assertive ways, but ordinary persons do need this.

*If you want a better job to turn up, keep the corners of your mouth that way.*

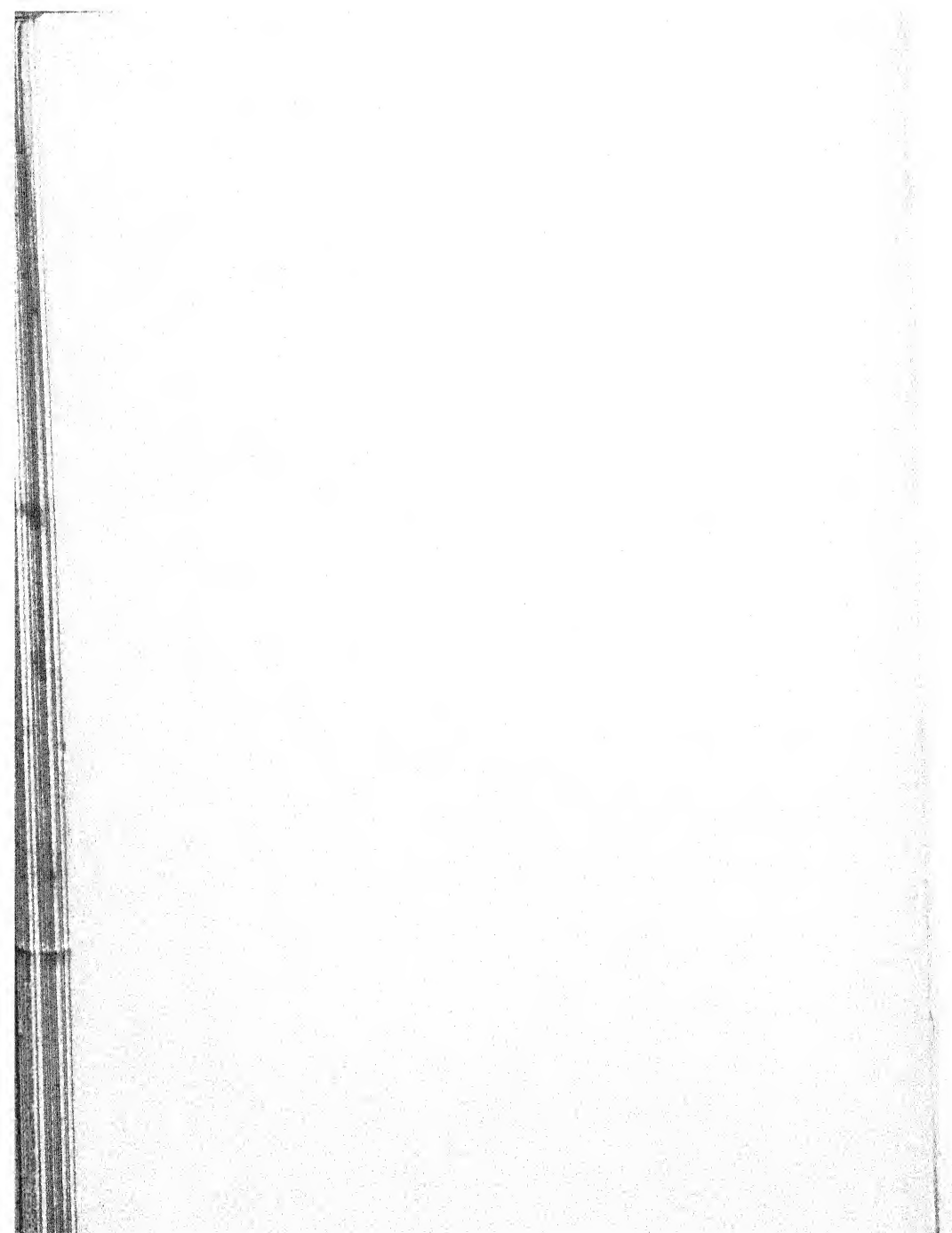


RULES FOR

# *Success at Work*

by DR. DONALD A. LAIRD

1. Train yourself for the job above you.
2. Train someone to fill your job.
3. Boost the boss up the ladder and follow him up.
4. Read or discover something new about your work every week.
5. Spend a regular half hour each week thinking over new methods or improvements.
6. Like the people you work with or at least pretend you do.
7. Like your work, even if you have to pretend.
8. Keep your mind on the benefits your work gives others, not on the pay check.
9. Extra effort pays off eventually.
10. What you put into your work forecasts what you get out of it in the long run.



## 5

### *Happiness in your work*

Which would you prefer, \$100,000 a year and nationwide fame, or \$2,000 a year and comparative obscurity?

That is not a theoretical question. James Wesley McClain faced the question and decided in favor of the \$2,000 job. McClain is a handsome, rapid-talking Southerner. After graduating from college he drifted into radio work and soon skyrocketed to fame as Dr. I.Q. Each week millions of eager listeners tuned in his program.

Then, at thirty-two, he reached a decision. He took an armful of schoolbooks and entered theological school to prepare for the ministry in a small town in his native Kentucky.

Is he a foolish young man? I doubt it. He is probably wiser than many who cling to a \$60-a-week job because it pays well. For there is much more to a job than the weekly pay envelope.

Let's consider three average people. One is enthusiastic about his job. He gets more kick out of his job than his vacations. He goes to work eagerly each morning, enjoys almost every minute of his working day. His pay envelope is just a necessary evil.

The second of these three people can't see how anyone can like a job. He dislikes his. He'd quit today, except that he needs the money. He calls the office or shop Siberia. He tells young people never to enter his kind of work. "Why wasn't I born rich!" he laments. He changes jobs often, shiftily as a weather vane.

The third person is neutral toward his work. He doesn't hate it, and he is not in love with it. He has to make a living, so he works, but his heart is elsewhere.

That is the way folks react across the country, in all sorts of jobs. From factory laborers to surgeons and attorneys, one-third are in love with their work, one-third hate it, and one-third are on the fence.

Needless to say, those who are in love with their work are the ones who go to the top. These job-happy folk are not mired down in the bogs of money chasing, yet they get an unusually large share of the money.

In a small Michigan town there was a teen-age boy who liked to take watches apart. The slender lad had made his own tools—a corset stay became tweezers, a shingle nail and knitting needle became screwdrivers. The farmhouse was drafty, and, to keep his feet warm against the wintry blasts, he kept a lighted lantern between them.

Soon the neighbors brought in their watches for him to repair, and the thrifty farmers liked his work because he did not charge for it. He loved this precision tinkering and wanted to learn all he could about watches.

As he taught himself watchmaking, with his free neighborhood service, he began to imagine possibilities of using the same precision methods to manufacture larger articles, so that their parts would be interchangeable. With interchangeable parts an assembly line would be possible.

The modern assembly line was born in that farmhouse. The lad who did precision work for the neighbors, for the love of the work, became the man who made more than thirty million motor vehicles. Henry Ford worked for love of his work, and he became one of the richest men in the world.

Thirteen hundred other automobile factories were started by promoters who were going to get rich quickly, but most of them failed.

Walter Chrysler started as a shop apprentice for a western railroad and became superintendent of motive power at thirty-

three. At thirty-five he changed to another firm, at a lower salary. At thirty-seven he changed again, to the Buick Motor Co., for exactly half his previous salary.

He was now in work he loved, and at forty-five he was set to retire, but he could not retire, because he had found the work he loved. Instead, he collected some bankrupt automobile companies and transformed them into the gigantic Chrysler Motors Co.

His successor was Kaufman T. Keller, a broad-shouldered, small-town boy from Pennsylvania. In his teens Keller raised squab to get the money for business college. At eighteen he was a secretary, with a clean white collar. At twenty-one he took off his white collar and stepped down from his \$75-a-month job to work in the shop at 20 cents an hour. He took this loss voluntarily, to get into work he thought he would like better.

When Keller was chief inspector, at \$200 a month, he quit that job for one with General Motors, at \$150 a month. Walter Chrysler learned what Keller had done to get experience and work he liked and knew that he was worth watching. When Chrysler organized his own motor company, he asked Keller to work for him. Keller went, gladly, without even asking what his salary would be. He loved the work, admired his boss, and that was sufficient.

William Osler lived in a small Canadian settlement, where his father was a missionary. As a boy he was kicked out of school for his devilment. Nevertheless he went to college, where he came under the spell of the college physician, who also lectured on theology. Osler decided to become a physician. He loved medicine but was disgusted with the way it was taught in America—all textbook and no practical demonstrations or clinical experience. Students became doctors and hung out their shingles without ever treating a sick person. He thought that they should be taught by doing, not by reading and listening.



Actual bedside instruction, that was what was needed. That is what he set out to do, his lifework.

And what a life he made it! Successively at the universities of Pennsylvania, Johns Hopkins, and then Oxford, he revolutionized medical instruction. When he began teaching at Pennsylvania, older physicians shook their heads at this young chap who was going to try to make a living by just teaching medicine; he even refused to take maternity cases on the side. There must be something queer, they thought, about a fellow who devoted himself to teaching, who turned down chances to make some extra honest dollars.

The older professors made their extra dollars and grudgingly taught their classes. Osler taught enthusiastically, for he loved it, and neglected those elusive extra dollars. The older physicians washed their hands of this young fool who was more interested in medicine than money.

In four years the new Johns Hopkins Hospital was opened. Its physician-in-chief would be at the pinnacle of the profession. They selected a vigorous young man who was in love with his work, William Osler.

"It is a strange thing," a Baltimore physician observed, "that Dr. Osler can seldom find time for consultations when a large fee is involved, but every time I ask him to attend an autopsy he accepts at once."

Sixteen years after he went to Baltimore the King of England appointed Osler professor of medicine at Oxford. Six years later he became a baronet, Sir William Osler, the backwoods boy who loved his work more than his salary.

Another Scottish boy who won a baronetcy came from Edinburgh. Walter Scott was crippled by infantile paralysis before his second birthday. He wanted to be a soldier, but the crippled leg ruled that out. He followed his father in the practice of law, therefore, but he was a halfhearted lawyer; it was a way to make a living, nothing more. However, it did give him many spare moments in which to write for his own amusement.

A former schoolmate had set up as a printer, but his business was poor. To help him Walter Scott put together some of his writings, and Scott's "Border Ballads" appeared. The printer made some money; Scott made none. The writing, he said, "was more a matter of amusement than an object of emolument."

His next book, "The Lay of the Last Minstrel," did make some money for Scott, but he turned his profits over to his friend to help the printing business.

Scott's fame and fortune grew, but his fortune was wiped out when his friend's business failed. Scott was fifty-five. To save his friend, and pay off the debts his friend had incurred in his name, Scott wrote furiously. Book after book came from his inspired pen. His obligations of more than a half million dollars were paid off by the work he loved.

At seventeen, Cecil Rhodes was sent to Africa to recover his health. At thirty-two his income was \$200,000 a year. Money-mad? He loved his work, developing gold and diamond mines. At thirty-five his shareholders offered him a bonus of \$50,000. No, thank you, he told them. He enjoyed the game and did not want a bonus.

His work was a game. He did not know what he was worth, he kept no personal books, he had no idea what was owed him. He was job-happy, not money-mad. He found his health, but more valuable than that was the work he found that made him happy. He could not understand why others did not like their work and in all seriousness proposed a tax on people who loafed.

Alfred Nobel made himself a multimillionaire. Nobel wrote this crisp information for a biographer who was seeking information: "Principal virtues: keeping his nails clean and never being a burden to anyone. Principal faults: he has no family, is bad-tempered and has a poor digestion. Greatest sin: that he does not worship Mammon."

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*Home is not always the best place to get  
vocational advice*

Balzac's father insisted upon his son's becoming a lawyer. Fame came as a writer.

James M. Barrie's mother wanted him to be a minister. As an author, he wrote "The Little Minister" for her benefit.

George Bellows's mother wanted him to be a minister, his father wanted him to be a banker. He became famous as an artist.

Berlioz's father tried to make a physician out of the boy who was to become the pioneer in modern orchestration.

Botticelli's father tried to force him to become a metal-worker. He became a painter and decorated the Sistine Chapel.

Caruso's father actually kicked him out for trying to sing. He became the world's great tenor.

Cellini's father wanted him to be a musician. The boy made himself a famous goldsmith.

Cézanne's father tried to make him a banker.

Corot's father wanted him to be a floorwalker, but he became a famous landscape painter.

L. Damrosch's parents sent him to medical college; he had to practice music at the neighbors'.

Darwin's parents tried to make a minister out of the boy who became a great naturalist.

Da Vinci's father wanted him to be a lawyer.

Debussy's father never forgave him for not going into the navy, until he became a famous composer.

Delius's father wanted him to be a merchant and would not listen to his compositions.

George Dewey's father objected to his going into the navy; he became admiral and the hero of Manila.

D'Indy's father pleaded with him to become a lawyer. He gained fame as a musician.

Dumas the elder was started as an attorney by his widowed mother, but quickly changed to writing.

Franklin's mother was disappointed that he did not become a minister.

Gainsborough's mother and sisters wanted him to be a preacher; he became a renowned portrait painter.

Galileo's father vainly tried to make him study medicine to earn a good living.

William F. Gibbs's father made him study law. He became the world's leading designer of ships.

Goethe's father made him study law, which he promptly neglected for writing.

Handel's father wanted him to be a lawyer, not a musician.

William Harrison's father made him study medicine; he became a public administrator and President.

Justice Oliver Wendell Holmes's father wanted him to be anything except a lawyer.

James J. Hill's parents wanted him to be a physician; he became a railroad builder.

Andrew Jackson's parents wanted him to become a preacher, to reform his wild nature.

Longfellow's father wanted him to step in his shoes as a lawyer.

Count Luckner's parents were furious that he did not become a cavalryman; he became the famous Sea Raider.

Emil Ludwig's father insisted upon his studying law; his permanent fame is as a writer.

Marconi's father told the son he was wasting his time fooling with electricity.

Mergenthaler's parents wanted him to be a teacher, but he became a mechanic and invented the linotype.

Michelangelo's parents whipped him for wasting his time painting.

Petrarch's father urged the law for him, but he became poet laureate of Rome.

Raimund's father tried to make a baker out of him, but he became the popular Viennese poet.

Rembrandt's father wanted his son to become a miller.

Rimski-Korsakov's family was enraged he did not go into the navy, but he did become inspector of naval bands later.

Rodin's father wanted him to become anything except an impractical artist.

Gustavo Salvine went on the stage over his father's objections, became a more famous actor than his famous father.

John Smeaton's father was determined to make a lawyer of him, but the boy became a world-known engineer and inventor.

R. L. Stevenson's parents urged him to be an engineer, but fame came as a writer.

Johann Strauss, Sr., was urged by his saloon-keeping father to be a bookbinder; he became a musician.

Johann Strauss, Jr., became the Waltz King despite his musician father who wanted him to become a banker and would not let the son practice at home.

Velasquez's father wanted him to be a lawyer; he became a famous painter.

Voltaire's father threatened to disinherit him unless he became a lawyer.

Whistler's parents sent him to West Point, where he failed; as an artist he became famous.

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Andrew Carnegie was another renowned money-maker. He turned down a promotion, as railroad superintendent, because his heart was no longer in that work. He wanted to manufacture and sell. He took a gamble, went his independent way, and found the work he liked.

At thirty-three his income was \$50,000 a year. He planned to retire at thirty-five, go to college. But he couldn't, for he had found that for him "Business is the greatest game in the world." He played his game, hard, made his millions, and made millions for those who played the game with him. Then he gave most of his fortune away.

These are helpful stories to remember during the job shifting that lies ahead.

The pay may be less important than your liking of the work. In all your getting, put liking for your job ahead of liking for money.

If you don't like your job, make yourself like it if you can—or get into another one.

Thousands have had their spirits broken because they did not get into a lifework they enjoyed. More thousands have gone through heartbreaking series of changing jobs before they finally found what suited them.

This trial-and-error method costs employers heavily in dollars and cents. The individual pays in a feeling of frustration, in dissatisfaction, and also in dollars and cents. There are now tests, however, that make much of this terrible price unnecessary.

It is a hard, cruel method of finding the right work, this trial-and-error way. Consequently, some of us remain in lackluck mediocrity. Others are lucky enough, or keep changing enough, that they do find their niches and achieve eminence. These lucky or persevering ones enrich the world as well as themselves. For instance:

Alexander Anderson was a day laborer; he laid railroad tracks

—hard, backbreaking work. He was not exactly happy, although he was a good trackman. He tried several other jobs, but enjoyed most his spare time, in which he wrote verses. By the time he was thirty-five he was a famous poet and became librarian of the University of Edinburgh.

Another day laborer discovered he was interested in construction, especially bridge construction, so he gradually changed his work until he made that his lifework. As Sir Edward Banks he built London Bridge, Waterloo Bridge, and Southwark Bridge.

Walter Greenwood was variously office boy, stable boy, car driver, warehouseman, peddler, and at times on the dole. For ten years he seemed hopeless, but at thirty he found his niche as a brilliant writer of stories and novels.

Oscar Hammerstein was a cigar maker. He invented cigar-making machinery, founded and edited a tobacco trade journal. He was successful enough, but not happy. In middle life he shifted to theatrical productions and made his name famous.

Knut Pedersen tried farming, grade-school teaching, and coal mining and was also a streetcar conductor before he started writing. Under the pen name of Knut Hamsun he wrote such memorable books as "Hunger," and "Growth of the Soil."

William Herschel had musical skill and made his living as a music teacher and choir leader. In his spare moments he made telescopes and studied astronomy. In time he shifted away from music teaching to become a professional astronomer. He discovered several planets, became the Royal Astronomer, and was knighted.

Solyman Brown preached until he was twenty-seven, then taught school until he was forty-two. Then he took to preaching again for two more years, before he turned, in middle life, to dentistry. He became the founder of modern dentistry.

Zane Grey, writer of dozens of thrilling adventure stories, was a small-town dentist who gave up pulling and polishing teeth for writing.

An amazing number of men have spent years training to be-

come physicians and then found, after practicing medicine a few years, that their hearts were in another field. Here are some of those erstwhile physicians who deserted medicine to become famous authors.

Sir Robert Bridges  
Sir Thomas Browne  
Anton Chekhov  
Archibald J. Cronin  
George Warwick Deeping  
Sir Arthur Conan Doyle  
Oliver Goldsmith  
Oliver Wendell Holmes, Sr.  
James Joyce  
Henrik Ibsen  
John Keats  
Bernard Mandeville  
William Somerset Maugham  
François Rabelais  
Charles A. Sainte-Beuve  
Johann Schiller  
Arthur Schnitzler  
Tobias Smollett  
Eugène Sue

Others who were trained in medicine but deserted it for other callings were

Roald Amundsen, arctic explorer.

Leopold Damrosch, musician.

Richard J. Gatling, inventor of rapid-fire gun.

General George Washington Goethals, builder of the Panama Canal.

The legal profession also attracts many young people who find sooner or later that they do not like the work. Some who started as barristers, then changed to other vocations that interested them more, and achieved fame are



Honoré de Balzac  
Edward Bellamy  
Arnold Bennett  
Giovanni Boccaccio  
William Cullen Bryant  
Charles Dickens  
John Galsworthy  
Sir William S. Gilbert  
Johann Wolfgang von Goethe  
Philip Guedalla  
Frank Harris  
Oliver Wendell Holmes, Sr. (also a physician)  
De Wolf Hopper  
Washington Irving  
Henry James  
Francis Scott Key  
Sidney Lanier  
Henry Wadsworth Longfellow  
James Russell Lowell  
Thomas Macaulay  
Edgar Lee Masters  
Guy de Maupassant  
Paul Robeson  
Sir Walter Scott  
Robert Louis Stevenson  
Igor Stravinsky  
Peter Ilich Tchaikovsky  
Eli Whitney

There is a lot of illustrious company for those who are having difficulty discovering their hidden abilities. The time-honored way has been to keep trying various pursuits until the happy one is found. This hit-or-miss way has been discouraging. Many have given up, resigned themselves to something for which they have little zest, going around with the haunted appearance of a man who is afraid of his boss.

Much of our modern industrial progress, however, is due to

self-made men who found their hidden abilities, often the hard way.

Clarence W. Avery began to teach school at seventeen. At thirty he had risen to principal, but he shifted to a new field. He became a 25-cents-an-hour laborer in an automobile factory; in eight years he was chief development engineer. Then he took charge of a group of small firms that were in poor financial condition, whipped them into shape as The Murray Corporation, an outstanding aviation- and automobile-parts manufacturer.

Lewis W. Baldwin started as a worker on a railroad surveying gang, worked up to chief engineer. At thirty-five he started all over, asked for a transfer to the operating department. That was no loss but a gain in experience, and at forty-seven he became president of the Missouri Pacific Railroad Lines.

C. Bedell Monro started as a college teacher. He gave up the comparative security of this work to start from scratch in aviation. His first plane burned before he had carried a single passenger, but he started again and at twenty-six organized and became president of the Pennsylvania-Central Airlines.

Herbert E. Smith started as a stock boy with the United States Rubber Co. He asked for a chance to sell and was given it, with the restriction that he call on none of the company's established customers. He turned the joke by immediately getting a good order from the office next door. At his request he worked in half a dozen of the company's factories. He learned more about the business, more about what he liked to do by taking these demotions. He is another who zigzagged to the presidency of his firm.

Circumstances made R. L. (Bob) Thornton zigzag. Illness forced him to leave school, and he went to work in a general store for \$25 a month. Then he became junior partner in a small firm, which promptly failed; he started over with \$30 capital and unlimited initiative. He was successfully established in a textbook business when a new state law furnishing free books wiped that business out. At thirty-six he rented an aban-

doned saloon and started a bank with \$350 worth of used furniture that he refinished himself. That was the start of the Mercantile National Bank, which he built into a hundred-million-dollar institution in Dallas.

This zigzagging, this changing of work before finding the final life calling, is far from rare. Dr. Harry D. Kitson tabulated the people who are listed in "Who's Who in America" and found that 16 per cent had changed their vocations at least once. Two-thirds of the zigzagging was done before age thirty-five, but one-third was done in middle and later life.

Perhaps more should change their vocations. C. G. Wrenn, for instance, studied the vocational satisfaction of Stanford University graduates. Many of these had spent the major part of their lives preparing for their lifework, yet one out of five would enter another line of work if it had not been too late.

They were making comfortable livings but did not like their work. As young people they had been attracted by some superficial aspect of the career and decided on it. I have had many young people tell me, for instance, that they would like to be preachers or doctors, for both callings require little work and give lots of time to visit! Little did these young people know of the real work required. Superficial glamour misleads many into making choices they regret later.

The regret or shifting is seldom due to inability to do the work. It is more often due to not liking the work.

After the First World War there was a rapid development of practical tests for fitting people to their best jobs. Mechanical aptitude, intelligence, muscular dexterity, clerical ability, even capacity to become a nurse or physician were subjected to testing.

Those tests show what one can do, but they don't tell whether one will enjoy doing it.

Shortly before the Second World War a new sort of test was developed to find work a person would enjoy. The new tests of vocational interests showed that people who were suc-

cessful accountants, for instance, had certain interests in recreation and reading that were different from the interests of equally successful Y.M.C.A. secretaries. Thus by knowing one's interests in certain everyday things one's liking for an untried occupation can be forecast. Zigzagging through trials and disappointments can be avoided.

There are thousands who are successful enough now, in a small way, who could be equally successful in a bigger way.

Commercial organizations have found that it is as important to know about a prospective employee's vocational interests as it is to know about his education and experience.

The earnings of life-insurance salesmen scattered from coast to coast, for example, were compared with their interest ratings for their vocation. "Men with low life-insurance-interest ratings do not write enough insurance to earn a fair living, and there is a decided increase in production with higher and higher ratings," according to Dr. Edward K. Strong's summary of their records.

Studies at Duluth, Minn., showed that the best police officers had higher interest-analysis ratings for that work than the average or poorer officers.

The same has been found for building engineers.

Those who have good interest analyses for the higher occupations have about three times the chances for success as those who have low interest analyses.

One's standing is not affected by experience in an occupation; people don't learn to like something they don't like at the outset. It has also been found that, although many of a person's interests change as he becomes older, the vocational interests themselves do not change appreciably. Persons apparently change their jobs because they were in the wrong one, not because their interests have altered.

Questions have not yet been adequately developed to tell whether a person is suited for one manual trade or another, such as tinsmith or ironmonger. For the higher vocations, how-

ever, the interest-analysis method is the most successful yet discovered. With the right interests, and ability to learn the occupation, thousands of people have been upgraded into higher occupations.

The way these interest analyses work is shown in a simplified form by the lists of questions that follow. The occupations in which you check the most interests are the ones in which you would find the work most congenial. Fully one person out of three finds there is an occupation for which he would be better adapted than his present job.

These "quickies" of the interest analyses have been adapted from standard tests. Only a dozen questions are used for each, in place of the four hundred on an actual test.

Simply check the things you like, to see which way the wind blows in your occupational interests and how strongly it blows. The more interests you have checked for an occupation, the stronger your latent liking for it.

If you have a really strong liking for ten or more of the items on any list, you could try out that work seriously. If six to nine, you would be justified in flirting with it a bit, but don't get your heart set on it until you have either expert advice or a full-length interest analysis. A local person who is in that vocation can give you advice about the work, and later in the chapter you will find out about the full-length analyses.

One important thing even a full-length analysis will not tell you is whether or not you will like to work with the boss!

*MEN'S vocational interests* are given first.

#### *Accountant*

Do you like to work with people in the same room?

Do you like to read fiction stories?

Do you like to read textbooks?

Do you like mathematics?

Do you like to read the business page in newspapers?

Do you like to work at puzzles?

- Do you like indoor work?
- Do you like to talk people into doing things?
- Do you like to belong to lodges?
- Do you like to bargain with others?
- Do you like to be active, to move about?
- Would you like to play a musical instrument?

### *Advertising*

- Do you like to have time to yourself?
- Do you like to mix work with play?
- Do you like to do headwork at night?
- Do you like to read history?
- Would you like to promote international peace?
- Would you like to give up recreation to realize an ambition?
- Would you like to study all your life?
- Do you like to be chairman of a committee?
- Would you rather work for a corporation than for yourself?
- Do you like to work where there is hustle and bustle?
- Do you like to introduce a person to a group of strangers?
- Do you like to talk with a person who disagrees with you?

### *Artist*

- Do you like to model clay?
- Do you like to make sketches or draw?
- Do you like to change what you are doing frequently?
- Do you like indoor work?
- Do you like to plan entertainments?
- Would you like to be in business for yourself?
- Do you like to work outdoors?
- Do you like to work with animals?
- Do you like to make others laugh?
- Do you like to ride horseback?
- Would you like to work with actors?
- Would you like to work in a college?

### *Broker (stocks and bonds)*

- Do you like to read books?
- Do you like to foresee what is in the future?

- Do you like figuring?
- Do you like to look after details?
- Do you like to read the business news?
- Do you like to keep an account of your expenses?
- Do you like to answer business letters?
- Do you like to be responsible for the money of others?
- Do you like to introduce people to each other?
- Do you like to talk people into accepting ideas?
- Do you like to make bargains with others?
- Do you like to handle firearms?

*Businessman*

- Do you like to mix work and play?
- Do you like work where you can be quiet?
- Do you enjoy reading business news?
- Do you like a definite routine for doing things?
- Do you like to answer business letters?
- Do you like to boss others?
- Do you like to be peppy and enthusiastic?
- Do you like a busy day?
- Do you like to strike bargains with people?
- Do you like gardening?
- Do you like to be on the city streets?
- Do you like to play with children?

You have probably noticed the same questions on more than one list; there is a natural overlapping of occupations. Many are quite similar. That is why some people are equally successful in several lines of work, so long as they do not get too far afield from their interests. Commodore Vanderbilt, as an example, was successful running a one-man ferry, then a steamboat line, then railroads, and as a broker. He would have answered a firm "Yes" to each question on our list for businessmen and to most of them on the list for brokers.

This means that there is not only one ideal job for you, there are several. The trick is to be in one of the several. You may find some of these as we continue the listing of vocational interests.

*Chemist*

- Do you like to work with delicate apparatus?
- Would you like to teach?
- Do you like higher mathematics?
- Do you like to work puzzles?
- Do you like detailed work?
- Do you enjoy reading business news?
- Do you like to live in the country?
- Do you enjoy dancing?
- Do you like work requiring accurate movements?
- Would you like work in a factory?
- Do you like to use machinery?
- Do you enjoy working in a library?

*City manager*

- Do you like to work with concrete facts?
- Do you like to spend years getting ready for a job?
- Do you like to classify or file things?
- Do you like to use mathematics?
- Do you like work that changes frequently?
- Do you prefer to lead a quiet life?
- Do you like the responsibility of bossing others?
- Do you like to convince people?
- Do you like to work outdoors?
- Do you like to have to meet emergencies?
- Do you like to take care of people who are in trouble?
- Do you like to work with laborers?

*Civil engineering*

- Do you like to be with people when you work?
- Do you like to work with specific facts?
- Do you like to read textbooks?
- Do you like to draw?
- Do you like complicated mathematics?
- Do you like to read business news?
- Do you like routine work?
- Do you like outdoor work?
- Do you like to handle guns?
- Do you like manual labor?



Do you like being in the forests?  
Would you like to see foreign countries?

*Clergyman*

Do you like to do mental work evenings?  
Would you like to spend several years in school?  
Do you like to do serious reading?  
Would you like to promote international peace?  
Would you like to teach?  
Do you like social welfare work?  
Would you like to study all your life?  
Do you like to plan work for others?  
Would you like to drive an automobile in your work?  
Do you like to make others laugh?  
Do you like to live in a city?  
Would you like to be on the lecture platform?

*Farmer*

Do you like to put up with hardships for ultimate gains?  
Do you enjoy reading fiction?  
Do you like to keep expense accounts?  
Do you like routine work?  
Do you like to trade and make bargains?  
Do you like active, heavy work?  
Do you like to care for animals?  
Do you like to play with children?  
Do you like to ride horseback?  
Do you enjoy working in the garden?  
Do you like the forests?  
Do you like old people?

*Hotel manager*

Do you like a white-collar job?  
Do you like to have your work change frequently?  
Do you like to look after details?  
Do you like to read business stories?  
Do you like to keep books?

Would you like to work for a corporation?  
Do you like indoor work?  
Do you like to convince people?  
Do you like to attend lodge meetings?  
Do you like to take chances with money?  
Do you like to be in style?  
Do you like poor people?

*Lawyer (barrister)*

Do you like to have much of your time to yourself?  
Do you like to read history?  
Do you enjoy speaking in public?  
Do you like to assume responsibility for others?  
Do you like to plan things for others?  
Do you like to argue with people?  
Would you like to run for public office?  
Do you like to take financial chances?  
Do you like to help people who are in trouble?  
Would you like to work with rich people?  
Do you like to do mental work?  
Do you like difficult reading?

*Machinist*

Do you want to be an expert?  
Do you like mathematical work?  
Do you like to look after details?  
Would you like to work for a corporation?  
Do you like regular hours for work?  
Do you like to figure new ways to do work?  
Do you like to handle firearms?  
Do you like to do manual labor?  
Would you like to play a musical instrument?  
Would you like to develop an invention?  
Do you like accurate work?  
Do you like to play solitaire?

*Newspaper publisher*

Would you like being an actor or novelist?  
Do you like to do planning?

Do you like to conjecture what will happen in the future?  
Would you like to study all your life?  
Do you like to read poetry?  
Do you like to work amid noise and hustle?  
Would you like to write shorthand?  
Do you like to deal with city people?  
Do you like to read biography?  
Do you like work that changes often?  
Do you prefer indoor work?  
Do you like excitement?

*Newspaper reporter*

Would you like to work in a courtroom?  
Would you like to deal with athletes in your work?  
Would you like to operate a typewriter rapidly?  
Do you like to live in a city?  
Would you like to ride in an airplane?  
Do you like to play with children?  
Do you like to write magazine articles?  
Do you like to read poetry?  
Do you like work that requires traveling?  
Do you like to take chances?  
Would you enjoy being a detective?  
Do you like emergencies?

*Personnel man*

Do you like to read poetry?  
Do you like to read business news?  
Do you like to plan work for others?  
Do you like to dance?  
Do you like to be in style?  
Do you like to help people with their troubles?  
Do you like to do church work?  
Do you like to work in an office?  
Would you like to work in a college?  
Would you like to work with office workers?  
Would you like to work with poor people?  
Would you like to work with foreigners?

*Pharmacist*

- Do you like to work with scientific facts?
- Do you like to do mental work at night?
- Do you like to read textbooks?
- Do you like to be thought an expert?
- Do you like mathematics?
- Do you like attending to small details?
- Do you like selling things?
- Do you like to live in a city?
- Do you like dealing with old people?
- Do you like dealing with religious people?
- Would you like spending years in training yourself?
- Do you like to work where you can sit down?

*Physician*

- Do you like to read textbooks?
- Do you think you would like teaching?
- Do you like to work with fine details?
- Do you like to lead a quiet life?
- Do you like regular hours of work?
- Do you like to play with children?
- Do you like to invent things?
- Would you like to work in a laboratory?
- Would you like to work with Negroes?
- Would you like to work with babies?
- Would you like to study most of your life?
- Would you like to sacrifice your fun for your success?

*Printer*

- Do you like to work with people in the same room?
- Do you like to read history?
- Do you like work that changes often?
- Do you like to work for a corporation?
- Do you like a busy day?
- Do you like to run a typewriter?
- Would you like to work with athletes?
- Do you like to work with city people?
- Do you like to read business news?

- Do you like regular hours of work?
- Do you like working in a noisy place?
- Would you like to be in business for yourself?

*Salesman, general*

- Do you like to mix work with play?
- Do you like to read fiction?
- Do you like working with figures?
- Would you like work that required traveling?
- Do you like to have a peppy, enthusiastic manner?
- Do you like to persuade people?
- Do you like to play with children?
- Do you like to be stylishly dressed?
- Do you like to make people laugh?
- Do you like to live in a city?
- Would you like to deal with laborers?
- Would you like to deal with poor people?

*Salesman, of insurance*

- Would you like to deal with day laborers?
- Would you like to deal with farmers?
- Would you like to deal with religious people?
- Do you like a white-collar job?
- Do you like to be chairman of a group?
- Do you like to keep a record of expenses?
- Do you like to answer business letters?
- Do you like to write in longhand?
- Do you like to introduce people to each other?
- Do you like to persuade people?
- Do you like to belong to clubs and lodges?
- Would you like to be wealthy?

*School principal*

- Would you like to deal with city people?
- Would you like to deal with professional people?
- Do you like to work in a garden?
- Do you like to work in a library?
- Do you like to do work at night?

- Do you like to read biography?
- Would you like to do social service work?
- Do you like to work where you can be quiet?
- Do you like to attend to details?
- Do you like to lead a simple life?
- Do you like to plan the work of others?
- Would you like to live in the country?

*Store manager*

- Do you like to do nightwork?
- Do you like to forecast the future?
- Do you like to teach others?
- Do you like to use figures?
- Do you like to read business news?
- Do you like to sell people things?
- Do you like indoor work?
- Do you like to supervise others?
- Do you like to introduce people to each other?
- Do you like working with laborers?
- Do you like working with poor people?
- Do you like working with old people?

*Teacher of athletics (coach)*

- Do you like to be the leader of a group?
- Do you like to find new ways of doing things?
- Do you like to introduce strangers to each other?
- Do you like to talk to a person who argues with you?
- Do you like to work with animals?
- Do you like to take care of children?
- Do you like to ride in an airplane?
- Do you like to live in a city?
- Would you like to be a great athlete?
- Do you like to work on athletic fields?
- Do you like to be in the forests?
- Do you like to be in clubrooms?

*Teacher of science*

- Would you like to do professional work?
- Would you like to work on an invention?

- Do you like work requiring accuracy?
- Do you like to work around machinery?
- Do you like working in laboratories?
- Do you like to do mental work at night?
- Do you like to read textbooks?
- Do you like to lead a quiet life?
- Do you like to work outdoors?
- Do you like to handle guns?
- Do you like to play a musical instrument?
- Do you like to ride horseback?

These questions do not deal with definite requirements for the job, although at times it may seem that way. The questions bring out basic interests that are desirable to succeed in the work. Salesmen, for instance, do not have to play with children, but the man who plays naturally with children is thereby showing interest in people, which is an asset for a salesman.

Who ever heard of a physician who had regular working hours! Yet that is something the typical successful physician would like, sort of a suppressed desire.

It should be understood that the questions reveal one's inward interests. Gardening, for further example, is required by no occupation listed except that of the farmer, yet it is a critical question for several occupations since it reveals a certain type of latent interest.

Now that that is clear, let's turn to some *WOMEN'S occupations*.

#### *Actress*

- Would you like to be a short-story writer?
- Would you like to be a sculptor?
- Would you like to be a painter?
- Do you like to speak in public?
- Do you like to read poetry?
- Do you like to make artistic things?
- Do you like to keep a diary?
- Would you like to be supervised in your work?

Do you like to write in longhand?  
Would you like to see your name in print?  
Do you like to dance?  
Do you like to investigate mysterious things?

*Department-store buyer*

Would you like to do mental work at night?  
Do you like to figure out what will happen?  
Would you like to be a spiritual builder?  
Do you like to read poetry?  
Do you like to manage people?  
Do you like to read business news?  
Do you like selling things?  
Do you like to answer business letters?  
Do you like to convince people?  
Do you like to bargain with people?  
Do you like to wear stylish clothes?  
Do you like to sew?

*Dietitian*

Do you like to work with concrete facts?  
Would you like to do research?  
Would you like to do social service work?  
Do you like to work where you can sit still?  
Do you like to look after details?  
Do you like to keep track of expenses?  
Do you like to supervise others?  
Do you like to play with children?  
Do you like to do cooking?  
Do you like to do sewing?  
Do you like to run a typewriter?  
Do you like to work in laboratories?

*Librarian*

Do you like to move about a great deal in your work?  
Do you like to work in gardens?  
Do you like to play with children?



Do you like to play a musical instrument?  
Do you like to be in style?  
Do you like to work in a college?  
Would you like to work with office workers?  
Do you like to read biography?  
Do you like to classify and arrange facts?  
Would you like to study all your life?  
Do you like to be considered an expert?  
Do you like to live a simple life?

### *Newspaperwoman*

Would you like to be a writer of short stories?  
Do you like to do nightwork?  
Would you like to write magazine articles?  
Would you like to promote international peace?  
Do you like to speak in public?  
Do you like to introduce people to each other?  
Would you like to hold more than one job at a time?  
Would you like to be a public figure?  
Would you enjoy working in an office?  
Would you enjoy working in an art gallery?  
Do you like working in a library?  
Would you like working in a theater?

### *Nurse*

Do you like to read textbooks?  
Would you like to do social welfare work?  
Do you like to read poetry?  
Do you like to be supervised in your work?  
Do you like to write in longhand?  
Do you like to plan an entertainment?  
Do you like to have to meet emergencies?  
Do you like to work with animals?  
Do you like work requiring manual labor?  
Do you like to care for children?  
Do you like to do housework?  
Do you like to handle people?

*Office worker*

- Do you like to classify papers?
- Do you like to use mathematics?
- Do you like to sit when you work?
- Do you like to watch little details?
- Would you like to have a business of your own?
- Do you like to operate a typewriter?
- Do you like to write shorthand?
- Would you like to work in a library?
- Do you like to deal with city people?
- Do you like to read business news?
- Do you like to do housework?
- Do you like to read poetry?

*Personnel counselor*

- Do you like to read poetry?
- Do you like to plan work for others?
- Do you like to dance?
- Do you like to dress in style?
- Do you like to help people with their troubles?
- Do you like to do church work?
- Do you like to work in an office?
- Would you like to work in a college?
- Would you like to work with office workers?
- Would you like to work with poor people?
- Would you like to work with foreigners?
- Would you like to be a spiritual builder?

*Saleswoman*

- Do you like to read fiction?
- Would you like to do social service work?
- Do you like to read poetry?
- Do you like to read business news?
- Do you like to handle money?
- Do you like indoor work?
- Do you like to introduce people to each other?
- Do you like to convince people?
- Do you like to belong to clubs?

- Would you like to have your own business?
- Do you like to take care of children?
- Do you like to deal with old people?

*School principal*

- Would you like to deal with city people?
- Would you like to deal with professional people?
- Do you like to work in a library?
- Do you like to do work at night?
- Do you like to work where you can be quiet?
- Do you like to look after details?
- Do you like to lead a quiet life?
- Do you like to plan the work of others?
- Do you like to be chairman of a committee?
- Do you like to plan entertainments?
- Do you like to work with plants?
- Do you like to do cooking?

*Social secretary*

- Do you like to see your name in print?
- Do you like to belong to clubs?
- Would you like to have great wealth?
- Do you like to dance?
- Do you like to visit foreign countries?
- Would you like to work in a clubroom?
- Would you like to work with actors?
- Do you like to read fiction?
- Do you like to keep account of your expenses?
- Do you like to handle money?
- Do you like to plan entertainments?
- Would you like to have a business of your own?

*Social service worker*

- Do you like to read history?
- Do you like to forecast results?
- Do you like to read poetry?
- Do you like your work to change frequently?
- Do you like to tell others what to do?

- Do you like to have exciting days?
- Do you like to deal with emergencies?
- Do you like to dance?
- Do you like to take care of children?
- Do you like to live in a city?
- Would you like to be a missionary?
- Would you like to deal with foreigners?

*Stenographer*

- Do you like to file or classify papers?
- Do you like to make artistic things?
- Do you like to work on puzzles?
- Do you like attention to details?
- Do you like to introduce people to each other?
- Do you like to travel on city streets?
- Do you like to wear stylish clothes?
- Do you like to do housework?
- Do you like to use a typewriter?
- Do you like writing shorthand?
- Would you like working in a bank?
- Do you like to deal with city people?

*Teacher of art*

- Do you like to model clay?
- Do you like to make sketches or draw?
- Do you like frequent change in what you are doing?
- Do you like indoor work?
- Do you like to plan entertainments?
- Would you like to be in your own business?
- Do you like to work outdoors?
- Do you like to work with animals?
- Do you like to make others laugh?
- Do you like to ride horseback?
- Would you like to work in a college?
- Do you like to see your name in print?

*Teacher of commercial subjects*

- Do you like to read history?
- Do you like to file and classify things?

Would you like to do social service work?  
Do you like to use mathematics?  
Do you like to look after details?  
Do you like to be chairman of a group?  
Do you like to read business news?  
Do you like to keep account of your expenses?  
Do you like to work in a noisy place?  
Do you like to plan work for others?  
Do you like to take part in entertainments?  
Do you like to belong to clubs?

*Teacher of home economics*

Would you like to do social service work?  
Do you like to paint or draw?  
Do you like to handle money?  
Do you like to plan new ways of working?  
Do you like to belong to some clubs?  
Do you like to bargain with people?  
Do you like to meet dangerous situations?  
Do you like to do church work?  
Would you like to write shorthand?  
Do you like to play solitaire?  
Would you like to live on a farm?  
Would you like to work in a millinery shop?

*Teacher of kindergarten*

Would you like to promote international peace?  
Would you like to do social service work?  
Do you like to paint or draw?  
Do you like to read poetry?  
Do you like to keep track of your expenditures?  
Do you like to be supervised in your work?  
Do you like to plan entertainments?  
Do you like to have a busy day?  
Do you like to work with plants?  
Do you like to dance?  
Do you like to play with children?  
Do you like to do church work?

*Teacher of physical education (coach)*

- Do you like to find new ways of doing things?
- Do you like to talk with a person who argues with you?
- Do you like to work with animals?
- Do you like to take care of children?
- Do you like to work on athletic fields?
- Do you like to work in clubrooms?
- Do you like to read biography?
- Do you like to use mathematics?
- Do you like to work where there is hustle and action?
- Do you like to supervise people?
- Do you like to plan entertainments?
- Do you like work requiring manual labor?

*Teacher of science*

- Would you like to do professional work?
- Do you like to work in laboratories?
- Do you like to read textbooks?
- Do you like to lead a quiet life?
- Do you like to work outdoors?
- Do you like to play a musical instrument?
- Do you like to do mathematical work?
- Would you like to study all your life?
- Do you like to move about as you work?
- Do you like to work with animals?
- Do you like to dance?
- Do you like to deal with farmers?

*The woman in business*

- Do you like to read fiction?
- Would you forego pleasure for your business?
- Do you like to read business news?
- Do you like to keep an account of your expenses?
- Do you like to sell things?
- Do you like to plan work for others?
- Do you like to take financial chances?
- Do you like to dance?
- Do you like to play with children?

Do you like to deal with salesclerks?

Do you like to handle money?

Do you like to find new ways for working?

This demonstration list shows you which way the wind is blowing. For exact guidance, a near-by psychologist can give you the full lists, in person. A university or college psychologist can usually do this. In cities where there is no such institution, the public schools often have a psychologically trained person who is qualified to give the tests. The principal of your school could direct you to the right person. If you work for a large company, there is a possibility that someone in the employment office gives such tests. Find out, and take them after hours.

It is no longer necessary to try many jobs before finding the sort of work you like.

If you do not like your present work, it is seldom necessary to change to another firm to get the work you want. You can be changed to a department that fits your interests better. Talk such a change over with the personnel or employment manager. That is a part of his job.

Don't think you can't handle a better job. You can never tell until you try!

There is something more than trying, however. Quite often special training is needed. As you read through those lists of questions you saw "mental work at night" mentioned many times and the questions "Would you like to study most of your life?" and "Do you like to read textbooks?"

Better jobs are not just for the lucky. They are for the plucky, for those who work for advancement, for those who study to hold their own against the advances of modern technology.

Your city library can provide you with books; a specialist in the library can recommend suitable books and give you other helpful guidance.

Night courses are also available, for very low charges in many places.

Take correspondence courses seriously, if these other avenues do not give you what you need to qualify for a job for which your interests are adapted.

There is only one person to blame if your abilities are kept hidden.

*"And in every work that he began . . . he did it  
with all his heart, and prospered."*

*—II Chronicles, xxxi, 21.*



*Picking the right boss*

Fourteen-year-old Emory Strachen had got along well with his teachers until he reached this one, but he could not put up with this one any longer so quit school. Working instead of going to school did not worry him. He had been working every spare moment as long as he could remember, to help support his parents.

Here he was, almost a man, he felt, and it was time to start his lifework. He knew several merchants to whom he sold newspapers and almost asked some of them for a job. He had heard of wholesalers, however, and they sounded like bigger businessmen than mere retailers, so he went to the nearest wholesaler for a job.

"Well, lad, I'll try you out for a couple weeks," the wholesaler told him, "and if I like you, I'll tell you and you've got a job."

Young Strachen eyed him calmly. "No," he said. "To you, I am just another kid looking for a job. But to me this may be my lifework, so I'll come and work for you for *a month*, and, *if I like you*, I'll tell you whether I want to stay or not."

The boy's audacity amused the manager. The sound sense pleased him.

"All right. Come on your own terms."

Emory Strachen tested his boss for a month, found he liked the work and the boss. He stayed on. He climbed in the firm, became its president and several times mayor of the city in which he had peddled newspapers in his ragged clothes.

As a fourteen-year-old he was wiser than many forty-year-

olds, but let's give his teacher some unearned credit. That experience with the troublemaking teacher had burned into his heart the importance of having the right boss as well as the right job. He was fortunate to find the right boss on his first job, and he remains with that first firm, as their chief executive.

John Kepler's father was built like a bull fiddle and was about as hollow. He ran a low-class saloon. John respected his father, but the sickly boy detested having to help out in the saloon. He worried about his mother, who was insane. When one of his teachers secured a scholarship for him at the university, John hurried away so speedily that he scarcely had time to say good-bye to his parents. Shortly afterward his father mysteriously disappeared.

When John finished the university he was offered a job, teaching at Gratz. He took it because there was no other place to go. They wanted him to teach astronomy, and he knew little about it so he taught uncertainly, apprehensive as an old woman on an escalator.

He liked astronomy well enough as he learned more about it, but he disliked his superiors and wanted to get away. He had to make a living, however, so he stayed on, droning along dispiritedly.

Then he got a bright idea—he would marry a rich woman and be his own boss. He courted an older woman, twice a widow, pretended he was not attracted by the fortune she was reputed to possess. He married her, got a shrewish, nagging wife and a nonexistent fortune. He was worse off than before.

"We are moving to Prague," he told her one morning.

"Do you have a job there, and what will we use for money?"

He had no job there, barely enough money to reach Prague, even if they sold some of their belongings.

"At Prague," Kepler said excitedly, "there is Tycho Brahe. There is an astronomer for you! I want to work with him!"

So the Keplers landed in Prague, broke, with no job. Frau

Kepler nagged, half shrew, half saint. The children squalled. But Kepler was elated—he could work with Tycho Brahe. Tycho, the great astronomer, promised to get Prince Rudolph of Bohemia to put Kepler on the royal pay roll, as court mathematician or something.

Erratic Rudolph gave Kepler the high title of Imperial Mathematician, but that unbalanced ruler had no funds with which to pay him.

Kepler somehow managed to keep body and soul together. Wild horses could not drag him away from his new work, for he had the right boss. His bitter wife tried to poison his mind against Brahe, but Kepler worked more devotedly than ever with him.

"There are no accurate tables of the stars," Brahe told him from a sickbed. "Astronomers and mariners need these. We can make this compilation. I have started this, but am old and ailing. You can take my work and carry it to completion—make it a safety-line for navigators."

Brahe died. Kepler stayed on, working on the star tables, occasionally drawing his salary from Prince Rudolph. Finally he had to move on to avoid stark starvation. He got small jobs elsewhere but continued his work on the tables which his old boss had assigned him. Always he was working on these intricate compilations, always he was hungry and cold, but he was working for the boss he liked, a boss who had died many years before.

After twenty-seven years' devotion to this labor he completed the tables. For more than a century they were the sole guide for seafaring men in determining their courses on the trackless seas.

This oft-overlooked question of picking the right boss involves more than selecting a boss one likes. Pick a boss who will help you develop and build a better future. That may mean more than the initial pay.

Here are some things you should know about the boss before deciding he is the right boss.

*Did he get his job on merit?* The boss who has worked his way through the ranks knows what work involves. He is usually self-development-minded. He is usually free from emotional quirks, since they would have kept him from being promoted. The boss who inherited his job may lack understanding of his employees, have mental kinks and prejudices, be downright incompetent. He may be envied by fools but despised by the wise. Concerns that are operated by the second generation of a family are likely to be bottlenecks for an outsider who could otherwise go places. The self-made boss may lack social graces, but in the long run you will usually learn more and go further by working with him.

*Is he modest about his accomplishments?* Beware of the conceited boss. His bragging attitude probably comes from an inferiority complex with which he has been struggling for years. The self-made boss may be struggling for more power—his bragging gives this away. The man who inherited his job may be merely smugly self-satisfied. The bragging self-made boss usually turns out to be domineering, to browbeat his employees, to use his authority excessively. He may be pig-eyed with greed.

Tie your fortunes to a self-made man but not to one who has a lust for power. His guiding philosophy is to keep others down, to keep himself becoming ever more powerful.

The self-made braggart fires capable men, to avoid being shown up as a bit less capable himself. He frowns upon his employees' self-development for that same dread of their competition. He will remain the master, climbing on their murdered hopes. He will consider you either his competitor or his slave.

We recently wrote to 500 nationally known firms whose presidents are self-made men. "What is your president's most inspiring trait?" The frankness of many of the replies would have embarrassed the self-made presidents had they seen the letters.

"If you had asked 'what is his outstanding trait?' the answer would have been easy," a typical letter read. "He has never been satisfied with anybody, anything, or any accomplishment. The result is unceasing effort to make things bigger and bigger. Starting from zero, penniless, he has built up a business which will have a gross income this year of around four hundred million dollars—but by driving, not by inspiring. His organization is well (even painfully) aware of these characteristics."

*Does he have partners?* One-man firms are often only one-man size because the man is small size. The firm may be small because he is incompetent. On the other hand, many competent men are unable to cooperate with others. They are stubborn, rugged individualists. They are in business for themselves because they don't want to be bossed by partners or stockholders. They keep the business small so that they can keep it all under their thumbs. They are going to do the bossing, or else.

The big corporation is usually the best boss for those who want to develop. This is not simply because corporations are likely to have more opportunities for promotion. It is primarily because big firms are cooperative-minded. That is the thing that makes them big.

*Does he pay adequately?* Some bosses have an infantile attitude that they must get all they can for nothing. They keep an eagle eye on small expenses. They don't want desk lights used during daylight. They save on heat in winter. They are eternally paring expenses, both big and small. They have an ingrained parsimonious streak that they like to think of as efficiency. Nothing can change them in this respect.

Don't be fooled by such a boss's apparent generosity in giving the city a park or the employees a recreation building. These are probably named after him and were given to flatter his vanity, not because he has suddenly recovered from his penny pinching.

This type of boss is out to make a profit, regardless of others. Workers are paid poorly, promotions are few. Workers who are

almost due for pensions for long service are discharged on some pretext. When a worker threatens to quit, the boss threatens to foreclose the mortgage on his home. Such bosses have been said to have cutting oil in their veins.

All in all, the boss who tries to buy things cheaply is a risky employer to have. Other things are more important than money, to be sure, but this type of boss also fails to supply the other things that make work worth while.

You are most likely to find this penny-squeezing boss in one-man or one-family concerns.

*Is he progressive?* Does he have young men in high positions, or does he surround himself with oldsters who keep things running as they were fifteen years ago? Does he have modern equipment? Is he an *active* member of professional or trade associations in his field? Does he have current magazines and recent books on his field? Does he like to try out new things?

Is he optimistic about the future? Does he have some new plans for next year?

Or is he a reactionary who thinks they used to do things better in the good old days?

If he is progressive, you will be a better man for working under him.

If he is a reactionary, you might as well crawl into your shell and start to die as work with him.

*Is he community-minded?* Is he one of the leaders in his home town? Has he helped put across improvements in his locality—pay no favorable attention to things he has given to perpetuate his name. Is he a mainspring in scouting, or the chamber of commerce, or the library, or some service club? Do the people in his community work enthusiastically with him for causes in which no salaries are paid or does he work that way with others?

The boss whose horizon starts and ends with his business gives a narrow inspiration to his associates. He has mental myopia.

The community-minded boss will make you more than a cog in a machine.

Shouldn't he praise his workers, too? Shouldn't he be even-tempered?

Yes, if he wants his employees to like him and if he wants them to be happy with their work.

But flattery and unfailing courtesy may not help you progress up the ladder. The climb will be swifter, surer, if your boss

Got his job on merit.

Is modest about his accomplishments.

Has partners.

Pays adequately.

Is progressive.

Is community-minded.

What if your boss is not the right sort? We owe modern electricity to a young man who went to work with a boss of the wrong sort.

George Riebau, a London bookbinder, was young Michael Faraday's boss for seven years, at 2 Blandford Street. Michael thought he was a pretty good boss but decided he needed a change, thought there might be greater opportunity elsewhere.

He got a better job, without learning enough about the new boss. He went to work on King Street, for De La Roche, making exquisite bookbindings. He was proud of his work, loved books. He soon found that his boss was a haggler, a braggart, a reactionary, not the least community-minded. Young Faraday's thoughts drifted from his work. He wanted to quit but couldn't—he was poverty-stricken, as De La Roche knew—and the boss with a nose like the sunset took full advantage of this. He had not counted on the audacity of Michael Faraday, the young man who was to give the world so much.

One cold February night Faraday scratched off a note to the Royal Institution. He could stand his new boss no longer. The next morning he was back on the job, but he had a faraway look in his eye. Boss De La Roche did not like his independent

attitude and threatened to fine Faraday for breaking some minor unknown rules.

Early in March a coach clattered to a stop at Faraday's lodgings. There was a message for the young bookbinder who had the wrong boss. Faraday was hired to work at the Royal Institution, with the great Davy, at \$6.25 a week.

He was so excited he neglected to tell his boss he was leaving—or perhaps this was intentional.

We can be thankful that he had the wrong boss. Otherwise Faraday might have remained a bookbinder, an intellectual bookbinder, of course, but still a bookbinder. When he quit his poor boss, a new world opened. In this new world he discovered benzene and opened the wide new field of electricity for us.

When you snap on an electric light, think of Faraday and be thankful that he had a poor boss. But for Faraday we would probably not have had that light for a few more decades.

Let that light which you snap on so thoughtlessly remind you that you don't merely work at a job—you work for a boss. Pick your boss as well as your work.

The little household in Lund, Sweden, was upset. What was the matter with that boy's head? Here he had just finished engineering college and could get an easy teaching job, like his father.

Ernst was being pigheaded. He was going to leave Sweden, shocked as his parents might be.

"You have no job in America," they implored him, "but here, your father can get you situated nicely."

"But I can quickly get a job there."

"Bah! And may we ask with whom you are going to get this wonderful job?"

Ernst held up a book, "Alternating Current Phenomena." "With this man. He knows more about alternating electricity than anyone else in the world."

Months later, twenty-three-year-old Ernst Alexanderson arrived in New York harbor, lonesome, but excited. He did not



stay to look at many of the sights in the big city either. The next day he was on the train, speeding closer to the big man with whom he had come across the ocean to work—except that the big man was not expecting him.

At Schenectady Ernst finally located him, a misshapen gnome of a man, bobbing around in a black bathing suit, smoking a long black cigar. That was Steinmetz, the hunchbacked wizard of electricity, with lumps on his crooked legs that looked like weird saxophones. To the immigrant, this grotesque figure of a man was his goal. Ernst did not see the crooked back, the saxophone legs; he saw the penetrating eyes of the wizard, the friendly smile of the genius who was astounded that a young engineer would travel thousands of miles to work with him.

Steinmetz saw that young Alexanderson got a job, and shortly had him developing a high-frequency alternator. Seven years after he first saw the skyline of New York, that new alternator of Alexanderson's was put to work, on Christmas Day, to transmit one of the world's first radio broadcasts.

Inspired, stimulated, coached by the wizard, Alexanderson turned out invention after invention. The multiple-tuned antenna, vacuum-tube radio telephone, tuned frequency radio receiver, electrical ship propulsion, railroad electrification—nearly three hundred patents. He is called the "American father of radio," this Swedish lad who went thousands of miles to work with a big shot.

Have you ever noticed how catching success seems to be? An unusual proportion of those who are associated with big men become big men themselves. There was Andrew Carnegie, who lifted several dozen men by their bootstraps to become millionaires; Edison, many of whose pioneering associates made famous names and created large new industries for themselves; John H. Patterson, whose National Cash Register business was the spawning ground for many who struck out to become presidents of big concerns.

A big man's success is catching, partly because he is a magnet for ambitious and capable younger men. He attracts ability, not by overly generous salaries, but because able men sense that they will profit in other ways by working with him. They want to build the foundations for their development by absorbing experience at firsthand, from a man who is having successful experience. They want to learn things more valuable than those in books. Getting firsthand experience, day after day, with a successful man is an unexcelled teacher.

Marshall Field, the Pittsfield, Mass., farm boy who became Chicago's leading merchant, was such a magnet for many. One was a farm boy from Wisconsin, Harry Gordon Selfridge. Selfridge was in his teens when he started with Field, as a parcel boy. As he came up through the business he had the coveted opportunity to work closely with Mr. Field, soon became his assistant, then partner.

When Selfridge was about forty—his exact age is not on record—he left the fabulous store in Chicago. Five years later he opened his own even more fabulous store in London. His London store, which became one of the largest in Europe, was a success from the start. In almost every detail it was an imitation of Marshall Field's store. For about a quarter of a century Selfridge had been understudying the great Chicago merchant. He could never have operated his London store had his experience been with a crossroads emporium in Wisconsin. He worked with a big shot and learned, by imitation, how to run a big business for himself.

Selfridge's promotions were coming fast when a Scottish immigrant and his family moved to Chicago. Their daughter Mary was six. This wisp of a miss was talented at the piano and violin. As she became older, friends noticed that she could sing, and her family arranged voice lessons. Her voice developed, then seemed to reach a plateau. Was the trouble her voice or her

teachers? Maybe if she could practice with a really big shot her voice would go on.

So at eighteen solemn-eyed farewells were said, and Mary Garden started for Paris, to work with the best in the field. She spent five years as a student, but this Scotch-American lassie was not content. She must learn by understudying the top-flight artists, without pay, just for the experience.

The manager of the *opéra comique* gave her permission to sit in at the rehearsals of a new opera. The soprano was world-famous, and Mary Garden wanted to learn by association, although the association was not direct. She studied every move of the great artist, every inflection and trill in her singing. She practiced these when alone.

On the third night of the opera, Mary Garden was still watching, learning. After the second act the wait was unusually long and the audience became restless. The manager raced through the audience to Mary Garden.

"Come quick!" he exclaimed. "You have learned the role of Louise by watching. Now you have to sing it. The star is ill."

That was Mary Garden's unadvertised debut, in the third act of "Louise."

As the curtain went up she stood with her back to the audience, pale, watching the backdrop panorama of Paris at night-fall, with its tiny lights blinking. There was her cue from the orchestra. She turned her full-bosomed figure to the audience. They gasped; it was a different Louise.

She sang the great aria, "Depuis le jour," and the audience cheered itself hoarse.

Mary Garden was twenty-three, and Paris was at the feet of this new soprano. Then she went to the Metropolitan Opera and finally to her own Chicago, where she became director of the Chicago Opera Company, this girl who left Chicago to work for a big shot, although in this case the big shot did not know the girl was understudying her part.

As someone said, wouldn't you just know that a *Scotch* girl would get the best lessons without paying for them!

Joseph T. Mackey was born in Brooklyn. At sixteen he went to work for a big man, as office boy to the president of the Mergenthaler Linotype Co. He took night-school courses in accounting and law, worked through all departments of the company to learn the business. At twenty-eight he became assistant treasurer, and kept climbing until he replaced his first boss, the firm's president. On his fortieth anniversary with the company he analyzed these assets as having won them international leadership:

Considerate in human relations	Equitable in price structures
Ethical in practices	Regardful of others' property rights
Helpful in business relations	rights
Truthful in advertising	Modern in development
Alert to typographic needs	Young in organization
Efficient in service	Conservant of resources
Faithful in quality standards	

"There must be something about shorthand that develops ability," many have commented. "Just look at the men who started as stenographers and are now company presidents."

Psychologists cannot agree that shorthand improves brain power or improves ability in any other way, but it does multiply the opportunities for getting experience. It works like this.

Edward J. Engel was an Ohio farm boy who went to business school and learned shorthand. When he was twenty-five he began taking dictation in the president's office of the Santa Fe railroad. He learned a lot about how the president thought, how he worked. Edward Engel got more like the president each day. In eleven years he was assistant to the president, then the president.

At a recent meeting of executives one complained about the dearth of men who were trained in shorthand.

"I'll tell you why," another said, "they are now all vice-presidents and presidents."

Their work places them in a good position to understudy an efficient man.

As you start out to land a job, try first jobs that will bring you under the influence of a really big man. You are going to imitate your boss a bit, inevitably, and it might better be a capable man. Associate with better men than you are and thus lay the foundation for becoming a better man yourself. The egotist finds this difficult to do; he likes to cling to those who are inferior to him so that he can maintain the myth that he is already a big shot.

Associate with big men indirectly, too. That is how Edward Bok got his start. His father was wiped out financially in Holland and moved to America when Edward was seven. The boy's first job, cleaning a bakeshop's windows, brought him 50 cents a week. At nineteen he had progressed to office boy, receiving \$6.25 each week from Western Union.

There were no big shots in his office, but he got acquainted with some indirectly. He saved his luncheon money, walked the five miles to work to save more money. When he had saved enough he bought an encyclopedia that gave accounts of the lives of big shots. He learned their methods as best he could from reading.

Then he got a bright idea; he would get acquainted with some of them personally. He wrote them letters, this unknown Dutch immigrant, who was not hampered by the burden of wealth. The big shots answered them! He visited some of them personally, even President Grant.

With that audacity for getting under the influence of big shots, nothing could stop Edward Bok from becoming one of the most influential editors of his day.

Perhaps you live in an out-of-the-way place where you can-

not work with a big shot, but you can do the next best thing—get acquainted with them by reading their biographies. These men and women whom you never meet face to face can be your most helpful friends. You can understudy them, although they may be miles away or may have lived in an earlier generation. Big shots are no further away than your library or bookstore.

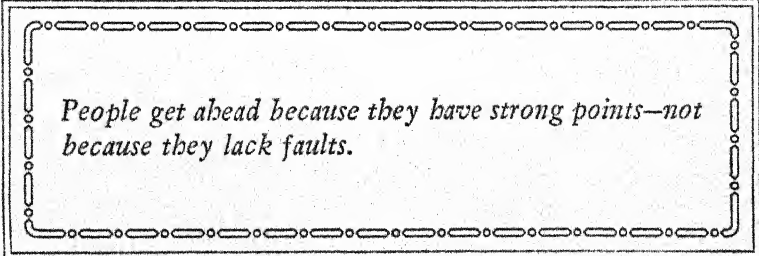
*How has your boss helped you?*

Maybe you don't always see eye to eye with your boss, and he may have plenty of bad points, but even the worst of bosses have some saving graces. When you pause to analyze some of the ways your senior has helped you develop or progress, you may discover that he is a better friend than you had suspected in your moments of discouragement.

We are especially keen to learn how your boss—or perhaps a former boss—has helped you gain mastery over yourself and your work. With your permission, we may pass some of these experiences on for the benefit of others in a later book in this *Technique* series, concealing names if you request.

This is something you can do to help make bosses better. You can tell them what you think, without embarrassment, through us. Just write to Middle Haddam, Conn.

And why not thank your boss, briefly, for the help he has given you? He usually hears only the complaints, but give him a pat on the back if he merits it.



*People get ahead because they have strong points—not because they lack faults.*

*Happiness at home*

At a merchants' meeting in an Eastern city I was flattered to learn that the elder statesman of the group was to be my dinner companion. His business is world-famous, his name well known. I looked forward to listening to him through the long annual dinner.

But his place remained vacant.

"The Chief will be in later, about time for dessert," the chairman told me. "He always eats the evening meal with his invalid wife—has every day for nearly fifty years. And we think that's one reason why he's been so successful. His home has always meant a lot to him, even when he had only a couple of small rooms in his stockboy days."

Then there was Dan, who was struggling to build up his own advertising business. While on a business trip to New York he heard that a Pittsburgh firm was switching its profitable advertising account to a new agent. Their product was one he knew and respected.

Dan returned home by way of Pittsburgh. He had no time to make a thorough study of the company's advertising needs, had no sample advertisements prepared, but he talked eagerly to the receptive proprietor.

"What would be the first thing you'd do if we gave you the handling of our advertising?" he asked Dan.

"I'd run to the nearest telephone and tell my wife," was Dan's instant reply.

A couple of years later Dan learned just what had won the big account for his little firm.

"When you said you'd call your wife the first thing, you sold yourself," the proprietor told him. "You know, a man can't do good work unless he is happy at home."

Are most men and women happy at home?

Not so happy as they are at their work!

This is an astonishing fact, yet many studies have shown that two people out of three find their working time more enjoyable than the time they spend away from work. Whether the worker lives in a bustling city or pastoral countryside, whether he does manual labor or executive work, that ratio holds. Indeed we do need to give more attention to home happiness!

Happiness at home may require some effort, some give-and-take by all members of the family. Sometimes one cantankerous member may be the sole cause.

Ethel, for instance, was making remarkable headway with her work. She went out of her way to be agreeable to her fellow office workers. She took advantage of every opportunity to do little thoughtful things to make the boss happy. She was ambitious and eager to get ahead with the firm and was in line for promotion.

At home it was a changed Ethel. Eight hours of get-along-ability in the office seemed to exhaust her supply of that priceless commodity. At home she was self-centered, faultfinding, stubborn, a gadfly of obstinacy. The boss would scarcely have recognized her. The entire household dreaded to see her come home from work and were relieved when she left mornings. Sundays were a household nightmare. Her small brother started calling her "Your Royal Highness," and no one tried to stop him.

It was inevitable that Ethel would sooner or later carry some of this unpleasant home attitude to the office. The boss was disappointed and figured she was becoming another office old maid. Her chances for advancement faded.

Ethel's story had an unhappy ending, yet it could have been a happy ending if she had only tried, even a little, to make her-



self get-along-able at home, for we can't entirely shake off our home attitudes when we go to work.

Next to our working place, we spend more time at home than anywhere else. It is more than merely the hours we are with our families, however. At home there is more intimacy, more rubbing of elbows, more sharing. This makes the home a critical place for both developing and exerting personality.

The way we get along with the home folk is reflected in our relations with outsiders. The place to start one's personality expansion is in the home, and that is also the place to let others expand their personalities.

Those who are under twenty years of age are usually too immature to exert themselves positively to improve personality in the home. Those who are older should be mature, but, unfortunately, many of them are not. The mature, flexible persons, between twenty and sixty, can do most in the home.

What should they do? There are two short axioms to follow:

*Show affection.*

*Show appreciation.*

I told a group of business executives about these axioms and how the results of their application showed up in personal effectiveness in work. After the meeting a white-haired man, who looked like a distinguished college president, told me of his experiences.

He was born on the wrong side of the tracks but had educated himself at night schools and by serious reading. He was born poor but had built up his own firm to have a half-dozen branch offices.

"Those four words—'Show affection and show appreciation'—express something I have been trying to say for years," he told me. "I couldn't think of the right words, but I certainly did look for the results. I have always been careful to pick the right men to handle our firm's branches and other key jobs.

"I'd never promote a man until I had visited in his home. If

that visit didn't convince me that all was well on the home front, I'd cautiously inquire at the corner grocery or of their clergyman. Now I realize that I was looking for evidences of appreciation and affection in the home. And, although it may sound boastful, I never made a mistake in picking a man for greater responsibility. You would be astonished, though, how many I *didn't pick* after seeing for myself how things were going at home!"

The mutual and reciprocal influence between home life and personality seems to increase throughout life. In youth there are only parents, brothers, and sisters with whom to get along.

Then the youth strikes out for himself, lives in boardinghouses or other temporary homes while getting established. This is a good training ground and helps wean one from home, but it also increases the number of folk we must learn to understand and appreciate. And we still have to get along with our parents, who may be hundreds of miles away.

Then, for most of us, comes marriage and a house of our own to make into a home—still more people to get along with. In-laws! Don't overlook affection and appreciation for these, too. Jack London's wife and Rudyard Kipling are some famous people who neglected to get along with their in-laws, and they suffered for it for many years.

A man's relatives or baldness is fate, someone has said, but a wife or whiskers is his own fault. It is also his own fault if he cannot find and give happiness in his ever-widening home. The young chap who thinks he married the girl, and not her entire family, has some surprises in store.

In fifteen years of university teaching I had many confidential talks with students. It was upsetting to find how many students had gone to college, not because they wanted an education, but because that was the easiest way to get away from a home where they were criticized or unhappy. For many of these young people, going away to college was practically the same as politely running away from home.

The homes they left for college were usually well-furnished, comfortable homes. They did not want for creature comforts, but they did want for affection and appreciation.

Surveys have been made that show that about half the young people surveyed feel that they are not loved at home. Some of the youngsters actually feel that they must be living with people who are not their real parents.

When the home breaks down in a divorce it is usually a strain on the personality health of both the parents and children. I recently knew a twelve-year-old boy, however, who gained a new and happier lease on life by his parents' divorce.

His mother had been decidedly self-centered, like Ethel, and neurotic. Apparently she had married because the man was an exceptionally good provider or, to judge from the way she treated him, to get even with him for something. She showed no affection or appreciation for either father or son. The father naturally kept away from home as much as possible, and the boy became the problem child of the neighborhood. (Some of the neighbors said the boy's behavior lowered their property value at least 10 per cent!)

The divorce judge gave the boy his choice, and Hugo decided to stay with his father. The grandmother moved in to run the house for father and son.

When I was at the father's factory one fall he asked me about the advisability of remarrying. He was as sincerely concerned with the trouble a stepmother might face with a problem boy as he was with the effect his remarriage might have on the boy.

What the boy needed, of course, was not necessarily a stepmother—it was a show of affection and appreciation. Could the prospective stepmother show these to the boy? She could, and she did.

Neighbors noticed the change in the boy. Property values went up. His teachers noticed the change. So did the Scout Master.

And so did the boy. One spring afternoon when fishing with

his father in a brook the boy had selected, the lad said: "Dad, I don't care whether we catch any fish or not. Isn't it great just to be living!"

His father nodded in agreement. The lump in his throat kept him from speaking, but the boy probably understood.

It is not the possessions we share that make a house a home. It is the sharing of affection and appreciation. Those are the two basic necessities for a happy home; they make it great just to be alive.

Why are so many stingy with these necessities? Is it because we are like the old Vermonter who said to his wife, "When I think of all you mean to me, it's almost more than I can do not to tell you"?

Tell them and show them your affection and appreciation.

The tests at the end of the chapter will show what you need to cultivate for greater happiness at home.

They didn't look or act a bit like brothers, but they worked together like Siamese twins.

Will was slender, with light hair and blue eyes. Charlie was stocky, dark, and had brown eyes.

Will was all thumbs around machinery; Charlie was a great tinkerer. As a fourteen-year-old, Charlie had some trouble with the telephone company because he rigged up a phone of his own. Machines interested him all his life. When the boys bought motorboats, later in life, Will was satisfied just to ride, but Charlie had more fun taking them apart and putting them together again.

Will was a serious student; Charlie played hookey from school.

The slender one was hot-tempered at times, shy, so strict some people called him "ruthless." He hated farming. But the dark one loved farming, was even-tempered, had an open friendliness and a soft spot for people.

Will's clothes were always neat, in the height of fashion. Charlie was a careless dresser.

Who would have picked these opposites for lifetime partners? Yet they were one of the world's famous partnerships, the Mayo brothers. That partnership, working closely together, made each more famous than he would have been working alone.

When they started in their small Minnesota city, in walk-up offices across from the post office, they were continuing a brotherly partnership that had started in childhood. Different as they were, when a school bully picked on one of the Mayo boys, he had to fight both of them. It was natural for them to follow their father in the practice of medicine. Hadn't he taken them on visits to patients, had them, as schoolboys, give anesthetics when his older assistant fainted from fright? Medicine was in their systems, and so was brotherly cooperation.

How that cooperation strengthened each, professionally! Charlie was the brother to meet people, to devise new instruments, to present reports at medical associations. Will was the scholarly brother, the planner of the pair. Both had plenty of brains, but Will used Charlie's personality and Charlie used Will's brains.

Will specialized in abdominal and pelvic surgery, Charlie in the surgery of head and bones.

They not only worked together in harmony; they supplemented each other. What one lacked, the other had. Together they made a great combination. Alone, they probably would have been ordinary small-town physicians and surgeons.

And pull together? They built homes on adjoining lots and connected the houses with speaking tubes. They had only one pocketbook between them. There was no squabbling over money. They put their earnings together, took out what they needed for personal expenses, and at the end of the year divided what was left over.

Harsh words between them? At times, yes, but quickly brought under control. Perhaps brotherly regard made them forget their mutual jealousies and annoyances, perhaps they realized how much each was profiting from the other, perhaps

love of their work made irritations seem insignificant. They didn't try to reform each other—just adapted themselves to each other and pulled each other to the top of their profession.

Most men need partners to complement them in some way, for most of us have our weak spots. It is helpful if we find a partner who is strong in the points in which we ourselves are weak.

There was Horace E. Dodge, for instance. He was a mechanical genius. His brother, John F., was bewildered by machinery but was a business dynamo. They made a great team. Together they developed a small factory in which they made parts for Henry Ford. It grew; Horace's mechanical ingenuity plus John's go-getting qualities were the reasons. Soon they were in a position to bring out their own independent automobile. And when the Dodge Brothers' business was sold after their death it brought in \$146,000,000 in cash. Their combined, but different, abilities gave them power to swim upstream.

We owe much to another team of brothers—the Wright brothers. Both of them, however, were long on mechanics, short on business sense and salesmanship. Their fortunes would have been different had there been a third brother to supply the business and sales push. That might have put aviation ahead a quarter century.

In Norwalk, Ohio, a blacksmith's wife was telling her sons—seven of them, “Do everything together.”

Some of them understudied their father, learned blacksmithing. Some went to a near-by business institute to learn office work. When Frederic was thirty he decided that automobiles would not become popular until they had enclosed, year-round bodies. His father had taught him carriage making, and he had learned something about business methods at the institute. So Fred and his brother Charles organized a little business of their own, and built enclosed bodies for automobiles. Soon they took

in another brother, then another, until all seven Fisher brothers were pulling together in the same business.

After pulling together for eighteen years they sold out to General Motors for some \$130,000,000, but they continued to work together as top executives of General Motors. They had a special family dining room in their office building where they could eat together at noon.

In eighteen more years the surviving brothers pulled out of General Motors, together, shoulder to shoulder, to start something else with their \$250,000,000 estimated fortune, one of the richest families in the country.

"We started together," one of them said, "and we want to finish together."

Their mother had advised them to pull together. Margaret Fisher lived more than eighty years, but her old age was not lonely. Each evening one of her busy sons visited her.

She had taught them the value of unity.

Meyer Guggenheim was a thin little man with curly hair. He had immigrated from Switzerland to Philadelphia. He sold groceries, then became a spice merchant, then distributor for Swiss embroideries. Then he tried the smelting business.

As his little business grew, so did his family, until he had seven sons. As they became old enough the boys went to work with their father, quickly became partners. Some looked after the New York office, some were abroad buying stocks.

But the older boys were hesitant when the three younger ones were ready for partnership. The business couldn't support them all, they said.

"My sons," Meyer told them, "you are like seven sticks. Any one can be broken easily, like this," and he snapped an imaginary stick in half.

"But when seven sticks are bound together, you can resist any force. You must be united to be invincible. Together, you can make the businesses grow."

Together they made things hum. There was the new struggling smelter in which their savings had been invested. The youngest, William, went to college to become a metallurgist. Simon, the hail fellow well met, was naturally suited for a contact man and for keeping up friendly relations with the miners. Isaac, the oldest, looked after financial matters; Daniel was the organizer and negotiator. There was a niche that needed each one's unique abilities.

They opened western mines, spread to Mexico, and the Guggenheims' fabulous fortune, made in copper mining and smelting, bore out old Meyer's prediction, that if the seven stuck together they would prosper much more than sevenfold.

Five boys and five girls were crowded into the narrow Rothschild house, beside a secondhand shop in Frankfort. They were not permitted to use numbers on their house, so had a red shield painted over the door.

In a tiny room, nine feet square, in the back of the house, their father conducted a money-exchanging and loan business. He lacked education and had to hire someone to write for him. One by one, the boys began to work with their father.

Money conditions were chaotic at the time. Each municipality, each little dukedom, even churches, issued its own money. Currency was so complicated that one man could not keep track of it all, not even the shrewd father with his pointed black beard and the wig he was not allowed to powder. Each of his five sons specialized in the currency of one region, until no other banker in Frankfort knew as much as the Rothschild bank on the narrow, dirty street in the restricted section.

The Rothschilds outgrew the tiny quarters, outgrew Frankfort. The sons scattered to five capitals and set up branches of the House of Rothschild.

Their father feared, however, that the brothers might bicker among themselves. Separated by hundreds of miles, as they would be, with slow courier communication only, they might



neglect to pull together. So he drew up an unusual compact to avoid disputes, a deed of partnership that made quarrels between the brothers too costly for one to break it.

Pulling together, with that legal contract as a threat, the Rothschild brothers dominated European finances as no other family has ever been able to do. They moved from the restricted sections, became the advisers and companions of the world's leaders.

They did not have to share their secrets with outsiders. They were not handicapped by personal weak points, for each brother supplemented the others. They had the strength of the pack.

That was an advantage of earlier days—families were larger. Today, with only two children in the average family, most people have to go outside the pack to find partners, and, when they do find one, the strong brotherly tie is missing.

Few people are strong enough, complete enough in themselves, to do their best without a partnership to round out their qualities.

The ocean greyhound needs a tiny tug to get it through the harbor.

The Flying Fortress is accompanied by smaller, speedier fighter planes to protect it. The fortress pilot calls these "Little Brothers."

It requires brotherly pulling together to achieve in this world of cooperation. The genius may go ahead as a lone wolf, but the strength lies in the pack.

### Family loyalty

	Yes	No
1. Do you feel more contented at home than anywhere else? .....	—	—
2. Do you think parents should stand by their children when the children do something wrong? ..	—	—

	Yes	No
3. Do you think people should confide their secrets to other members of the family? .....	---	---
4. Does your family seem more important to you when you are having trouble? .....	---	---
5. Should one's plans be talked over with the family first? .....	---	---
6. Do you think your parents have usually been sensible and fair with you? .....	---	---
7. Do you think one should sacrifice everything for the good of the family? .....	---	---
8. Should grown-up children follow their parents' wishes? .....	---	---
9. Do you have trust in the other members of your family? .....	---	---
10. Are you usually cheerful around your home? ..	---	---
11. Do you find more understanding at home than elsewhere? .....	---	---
12. Do you think you owe your family a great deal? .....	---	---
Total number of "Yes" answers.....	---	---

A high score reflects strong family loyalty, a low score weak loyalty. The average adult has six "Yes" answers.

Women make higher scores than men on this list. Woman's greater family loyalty is illustrated in the wife's devotion to a reprobate husband.

People who have ten or more "Yes" answers may be tied too closely to their family's apron strings. They may no longer be merely cooperative, but completely dependent upon the family, as a spoiled only child, or a daughter who is made into an old maid by her widowed and domineering mother.

Those with low scores, of three or less, are decidedly out of touch with their families, though they may live under the same roofs. The low score may be due, in part, to the fault of others, but it can be altered greatly by one's own attitude.

People with average scores make the best employees. They are also more likely to have happy homes when they settle down and marry.

### Family spirit

	Yes	No
1. Are you criticized by your family? .....	—	—
2. Do you try not to mention your family to other people? .....	—	—
3. Would you rather live alone than with your family? .....	—	—
4. Are you reluctant to invite people to visit your family? .....	—	—
5. Do you sometimes wish your family got along better? .....	—	—
6. Are you annoyed by some members of your family? .....	—	—
7. Do you think your family should have more fun? .....	—	—
8. Does a member of the family think you neglect them? .....	—	—
9. Does the family seldom appreciate what you do for them? .....	—	—
10. Do you disagree with some of their beliefs? ....	—	—
11. Do you have most fun away from home? .....	—	—
12. Are you fond of some members of the family but not of others? .....	—	—
Total number of "Yes" answers. ....	—	—

A high score on this list is an unfavorable score. The average grownup has only four "Yes" answers. Young people of high-school age are likely to average a bit higher, because the older members of the family are not handling them properly.

People with eight or more "Yes" answers are potential "run-aways" from home. Their family spirit may be broken by a domineering or carping member who shows neither affection nor appreciation. Those with sensitive natures will be most affected by such an unpleasant member of the family, although

even sensitive folks can do much to make the situation better by trying to grin and bear it.

The low scores are favorable scores. The individual should not always take the credit for his low score, however, for he may be blessed with a family that is splendid to get along with, without any effort on his part.

People with low scores make good employees and good husbands or wives.

### Getting along with relatives

	Yes	No
1. Do you have arguments with relatives over things you like but they don't like? .....	---	---
2. Do some of your relatives seem to snub you? ...	---	---
3. Do you avoid several of your relatives? .....	---	---
4. Do some of your relatives try to cheat you? ....	---	---
5. Are you embarrassed by the manners of some relatives? .....	---	---
6. Are you sensitive about the poor education of some relatives? .....	---	---
7. Do you disapprove of the occupation of some relatives .....	---	---
8. Are you sensitive about your family's not having much money? .....	---	---
9. Do you try to keep friends from meeting your relatives? .....	---	---
10. Did you think much more of one parent than of the other? .....	---	---
11. Do your relatives think you should have turned out better? .....	---	---
12. Do some relatives think they are better than you are? .....	---	---
Total number of "Yes" answers.....	---	

A high score shows poor ability in getting along with relatives. The average adult has only four "Yes" answers to this list, but some persons answer all unfavorably.

The high scores often mean the person is jealous or ambitious; the family probably is not so bad as imagined. Children of foreign-born parents sometimes go through a period of several years, starting at high-school age, when they make high (poor) scores on this list. After they become a bit older the children often change for the better.

Jealousy, starting in early childhood, makes a few persons have poor scores all through life. These persons are likely to be nervous, as well as difficult to get along with, both at work and at home. They show no affection or appreciation.

Persons with the low scores keep their families happy and are happier themselves. If there is a bad situation at home, they make the best of it.

### Home problems

	Yes	No
1. Does someone at home boss you too much? . . . .	—	—
2. Does someone at home object to your friends? . .	—	—
3. Is someone in your home easily irritated? . . . . .	—	—
4. Is someone at home inclined to criticize you too much? . . . . .	—	—
5. Is someone at home very nervous? . . . . .	—	—
6. Does someone at home get on your nerves? . . . .	—	—
7. Does someone at home argue much of the time? . .	—	—
8. Does someone at home say things that make you feel sad? . . . . .	—	—
9. Does someone at home find fault with your appearance? . . . . .	—	—
10. Is someone at home hotheaded? . . . . .	—	—
11. Is someone at home selfish, self-centered? . . . . .	—	—
12. Does someone at home shift unpleasant work over to you? . . . . .	—	—
Total number of "Yes" answers. . . . .	—	—

These questions deal with a dozen sorts of persons who make home happiness an effort. The average person has three "Yes"

answers; in other words, the average adult has to learn to put up with three of these possible sources of home friction.

Sometimes only one person will be the source of three or four of these frictions.

This list is important, not only in showing which persons in our home will be improved most by a show of affection and appreciation (even if feigned!), but also in showing what we ourselves must not be like if we are to make our homes happy for everyone.

Win over the people you had in mind when you answered the questions "Yes." Wonders can be worked in that way.

### Irritability

	Yes	No
1. Are other people careless with your things? . . .	—	—
2. Do you talk back to speakers over the radio? . . .	—	—
3. Are you difficult to please? . . . . .	—	—
4. Does criticism upset you? . . . . .	—	—
5. Do you tell others about things you do not like?	—	—
6. Are you quick to discover the weaknesses of others? . . . . .	—	—
7. Do you express your opinions frankly? . . . . .	—	—
8. Do you like to talk about your troubles? . . . . .	—	—
9. Do you criticize books and movies? . . . . .	—	—
10. Do you tell people when you catch them trying to slip something over on you? . . . . .	—	—
11. Do your working conditions need to be improved? . . . . .	—	—
12. Do you seldom forget a raw deal handed you?	—	—
13. Are some people inclined to try to slight you?	—	—
14. Do you enjoy hearing someone pulled to pieces?	—	—

Total number of "Yes" answers. . . . . —

The average person has four "Yes" answers.

People with eight or more "Yes" check marks are out looking

for trouble—and seldom have difficulty finding it. These high-scoring people are difficult to live with and can keep an entire household on needles and pins. Their irritability is likely due either to a childish effort to get attention or to a character trait that has become ingrained in the person since childhood.

Those who have low scores are comfortable to live with but may have a tendency to be too easygoing or to be slipshod in their work. They may be poor housekeepers but will keep everybody in the house happier.

This tendency is likely to be ingrowing and become worse as one grows older. It is a tendency that should be checked. We can't be irascible when we are showing affection and appreciation.

### Sensitive feelings

	Yes	No
1. Would you quit a club if you did not like the way the officers ran it? .....	—	—
2. Is it easy for you to feel jealous? .....	—	—
3. Is it difficult for you to talk except about things that interest you? .....	—	—
4. Does the preacher sometimes seem to be talking about you? .....	—	—
5. Does criticism make you feel badly? .....	—	—
6. Are you easy with your friends but strict with others? .....	—	—
7. Would you change stores if you disliked a clerk? .....	—	—
8. Are there things you don't want people to talk about around you? .....	—	—
9. Do you dress a bit better than others with the same income? .....	—	—
10. Do you like to show up other people? .....	—	—
11. Do you disagree with the opinions of people you dislike? .....	—	—
12. Do people sometimes seem to laugh at you on the street? .....	—	—
Total number of "Yes" answers .....	—	—

The average grownup has five "Yes" answers. Children have lower scores for they have not yet reached that stage of rivalry which makes people sensitive.

People with eight or more "Yes" answers are thinking too much of themselves. They are unhappy from this and make those they live with unhappy. They fight for lost causes, imagine slights that were never intended. They have too much envy and jealousy to be good for them.

On the other hand, those with low scores are easy to live with. They are constructive rather than destructive. They get more fun out of life and make it more fun for others. Their weakness may be in letting others take advantage of them too much, but even that weakness helps home harmony.

### Self-centered

	Yes	No
1. Does slight criticism burn you up? .....	---	---
2. Do you have but little interest in what others do?	---	---
3. Do you envy others their good clothes, education, beauty? .....	---	---
4. Do people seem to look at you on the street? ...	---	---
5. Do you think the family talks about you behind your back? .....	---	---
6. Do you usually keep how you voted a secret? ..	---	---
7. Are you touchy on a few topics? .....	---	---
8. Is it difficult to see how people could reach opinions different from yours? .....	---	---
9. Do you think your town is a little better than similar towns? .....	---	---
10. Do you want people to talk only about things you are interested in? .....	---	---
11. Do you do what you want, regardless of what others want? .....	---	---
12. Do you fish for compliments? .....	---	---
Total number of "Yes" answers.....	---	---



The "Yes" answers reveal tendencies to be self-centered. The average adult has five "Yes."

People with high scores, nine or more "Yes," are definitely on the self-centered side. They are egocentric, and not only think first about themselves, but also are likely to hold a somewhat exalted opinion of themselves. They touch off hostility in others and have difficulty getting along with people. They make good office clerks and self-satisfied old maids and bachelors. They are often inclined to be stubborn and argumentative, making home happiness all the more difficult. It is essential for them to think more of others.

Those with average scores or lower have smoother human relations. They consider the other person more and do not cause unnecessary irritations. They are pleasant to have around, since they let the other fellow appear important. Instead of fishing for compliments, they give compliments to others. They give appreciation and do not seek it.

### Contrariness

	Yes	No
1. Do you usually buy what salesmen offer? . . . .	—	—
2. Are you inclined to agree with people you are with? . . . . .	—	—
3. Do you follow the new fashions? . . . . .	—	—
4. Do you usually do what others want? . . . . .	—	—
5. Do you read the books you see others reading? .	—	—
6. Do you like working for someone else? . . . . .	—	—
7. Were you obedient as a child? . . . . .	—	—
8. Do you imitate the gestures and actions of others?	—	—
9. Do you loan things? . . . . .	—	—
10. Do you send in coupons or box tops for radio programs? . . . . .	—	—
11. Do you usually obey traffic and other signs? . .	—	—
12. Do you take most regulations for granted, without resentment? . . . . .	—	—
Total number of "Yes" answers. . . . .	—	

A small number of "Yes" answers indicates a contrary streak. The average adult has six "Yes" answers.

People with low scores are inclined to be willful and non-cooperative. They go against the stream and make life hard for themselves and people around them. They may have the advantage of being thrifty, which is often associated with contrariness. They do many foolish things, however, because of their yen to be different. It is difficult to give them orders, for in their strongheaded way they will possibly do the opposite on the impulse of the moment. If you live with a low-scoring person, don't expect to change him; just put up with him.

People with high scores are cooperative. They have a good group spirit and will work readily for the common cause. They help to keep the home on an even keel, while the others keep it on needles and pins. The high scorers do not need bossing, while the others have to be handled with kid gloves or let alone.

High-scoring people may be easy marks for salesmen and reformers. They are also likely to need to watch their tendency to spend money too freely.

### Family management

	Yes	No
1. Is the beginning of the season the best time for buying clothes? .....	—	—
2. Is it usually cheapest to buy all things at one store? .....	—	—
3. Is a checking account a way to invest money? ..	—	—
4. Should an eighteen-year-old boy use the family car any evening his parents do not need it? ....	—	—
5. Should the mother select all the clothes for a sixteen-year-old daughter? .....	—	—
6. Should older children spend as much time with the family as when they were younger? .....	—	—
7. Should high-school pupils entertain their friends in the living room any time they wish to? .....	—	—

	Yes	No
8. Should children in the same family spend most of their time together? .....	—	—
9. Should a dim light be left on in bedrooms so that the children will not be afraid to go to sleep? ...	—	—
10. Is owning one's own house always cheaper than paying rent? .....	—	—
11. Can things be bought cheaper at stores that sell only for cash? .....	—	—
12. Is endowment insurance a way of investing money? .....	—	—
13. Should a father spend some time each week with his children, even if he is pretty busy or tired out? .....	—	—
14. Should children be given a weekly allowance, even if they do no work around the house to earn it? .....	—	—
15. Should a high-school girl have boy as well as girl friends? .....	—	—
16. Should children get up an hour before time to start to school? .....	—	—
17. Can money be saved by eating stews rather than chops? .....	—	—
18. Should the head of the family be insured? .....	—	—

Each of the first ten questions should be answered "No."

The last eight should be answered "Yes."

The average adult has all but three questions answered correctly, but, unfortunately, he does not always practice the right answers. Do you?

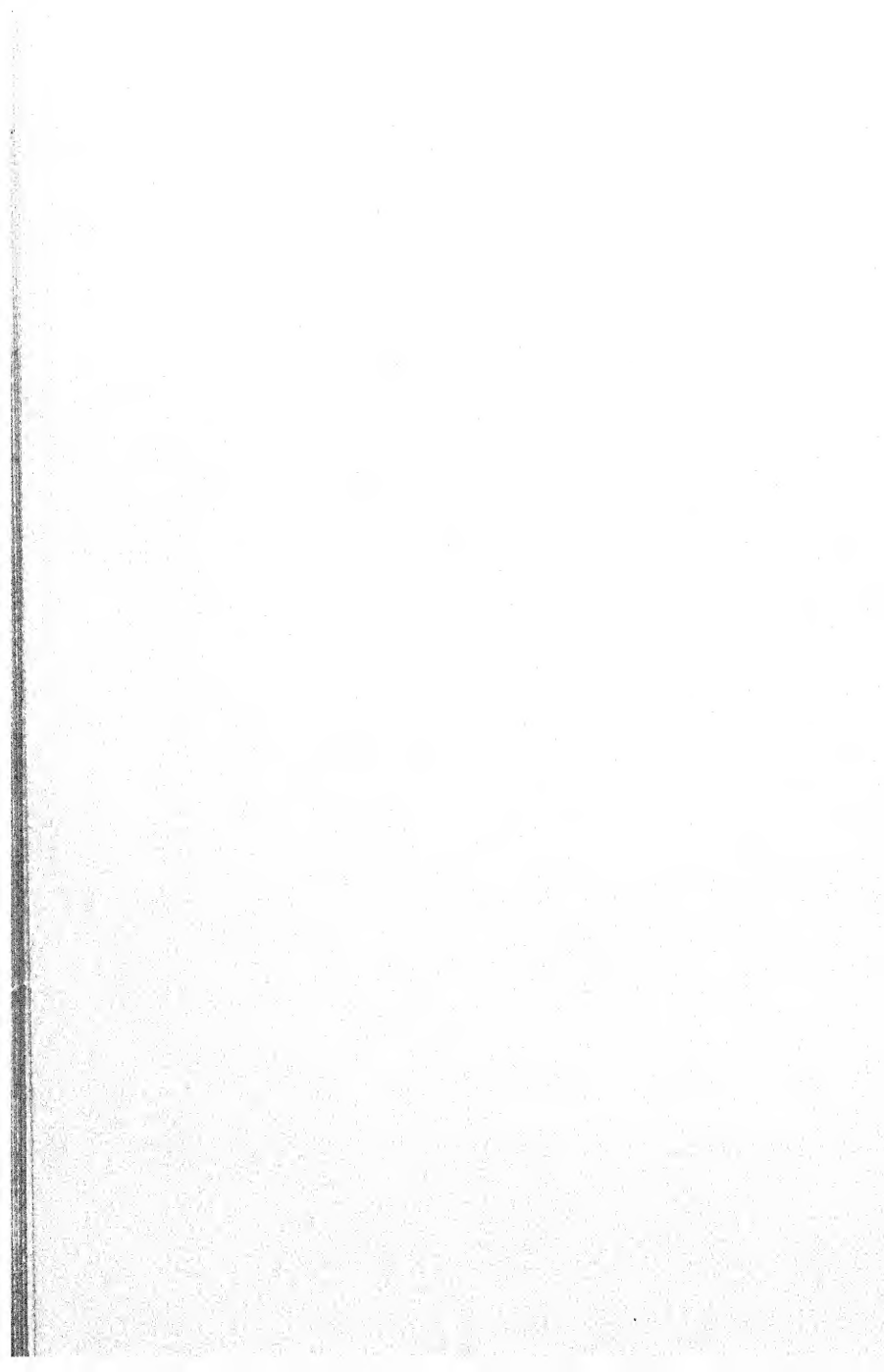
*If it goes to your heart it's a success; if it goes to your head it's a failure.*

RULES FOR

# *Happiness at Home*

by DR. DONALD A. LAIRD

1. Show affection for all in the home.
2. Keep showing appreciation for the good points of others.
3. Let all members of the family be your favorites; be impartial.
4. Change your relatives by altering your attitude toward them, not by criticism.
5. There is something of which you can be proud in your family; find it.
6. Do things to make the members of your family like you.
7. Have several good friends who are not relatives.
8. Be neither dependent on your family nor independent of it.
9. Be a member of the family, even when away from it.
10. Don't expect to have your own sweet way all the time.



*Personal happiness*

Could you be happy if you suddenly lost a fortune and had to do manual labor for a living?

If your happiness had been real such a misfortune would not make you lose a bit of happiness. Wayland lost his fortune but not his happiness.

He came from a family of New England sea captains. We would have been proud of that ancestry, but Wayland was not. He wished they had been shipowners instead of the owners' hired men. He wanted to be an owner of something, so he went to New York to carve a fortune for himself.

Wayland floundered for a few years in the city but kept struggling to start his fortune. In his early thirties he put all his own savings, plus money borrowed from reluctant relatives, into a small factory in New Jersey. The factory was on the rocks, so Wayland got it for a song.

He revived the factory and made it profitable, but he lost interest as soon as it was running smoothly, so he sold out to a large competitor, at a good profit. He paid back his relatives and within a month bought another dying factory and soon transformed it into a going business.

Wayland kept this up for nearly twenty years and made money hand over fist. He spent money right and left, too, and imagined he was happy.

He sank a small fortune in a showy place in Connecticut. He bought a Virginia farm and put two families to work on it, one to farm it, the other to keep it landscaped. Wayland lost money on it but did not mind, said his three or four week ends there

each year were worth the cost. The farm did become valuable to him later, in a way he had not imagined.

He named his beautiful yacht after his daughter, who had died. His only son seemed estranged, although polite enough to satisfy conventions.

Wayland's biggest interests were a small historical church and charity hospital. These developed as he put his money and ability into making them vigorous.

Wayland's was almost a success story. He was not living the rough life of a sea captain. He was his own boss. He could afford to do what he wanted. He was trying to be happy, but it took the financial crash of 1929 to show him the way to real happiness.

After the crash he salvaged only the Virginia farm and enough cash to buy a small annuity for his approaching old age. He had to start life over.

Did he worry? Yes—about the church and the hospital. As for himself, he smilingly said: "I was making more money than is good for anyone. Now, I will be a farmer, a real dirt farmer, not a gentleman agriculturalist."

He moved to his Virginia farm and, singlehanded, did most of the work for which he had previously employed two men. Previously he lost money on the farm, but, working it alone, he made more than his living. His face became weather-beaten, hands calloused, body strong, and spirit smiling.

It was difficult to tell whether he had more enjoyment from an old banjo he tried to play evenings or from the surprise crates of farm produce he sent to old friends and to the hospital and the church vicar in New York. He could no longer give these institutions much financial assistance, but, during dull seasons on the farm, he would go to New York for a few days and put on a one-man, whirlwind money-raising campaign for them. He helped them more now than when he had been wealthy, for now he interested others in the institutions.

The son, who had been practically estranged, came back to the fold.

"Father certainly is a changed man," he said. "He's mellow now. Used to be sharp as vinegar, and it wore you out trying to put up with him. He's a lot of fun now and seems to have more fun himself."

The son had sensed an important truth. Young psychiatrists, for example, are trained to distinguish between the pseudo-happy and the really happy people. When Wayland was striving to accumulate a fortune his happiness was false. His tenseness and the ease with which he was offended showed it was a pseudo-happiness.

But when the crash made him change to a new scale of values, he lost his tenseness and became a really delightful, happy person.

Know how to tell whether a person is really happy?

Psychologists say we should divide our aspirations by our accomplishments to get an index of happiness. When excellent enough accomplishments are stacked up against an excessive ambition, the result is a fraction, *unhappiness*.

But divide a reasonable ambition by only fair accomplishments, and you get happiness.

When Wayland was trying to be another Carnegie or Rockefeller, his lavish spending for happiness brought only pseudo-happiness. The fraction was against him, because his aspirations were too high. He was tense, his feelings sensitive.

The crash forced him to change his goals. He scaled down his aspirations and decided to be satisfied with a comfortable living, a simple hobby—his banjo—an annuity for his old age, and some work for the church and hospital. He could achieve each of these ambitions. He became really happy.

He had made his son unhappy by holding up too high accomplishments in art for him to reach. They were heartbreakingly high. Many parents make this mistake, always have, and probably always will.



Edith's mother and aunts, for instance, nagged her. "Marry a rich man," they said. The good marriage she did make, to a man whom she deeply loved, added to her unhappiness because her husband was not rolling in money. She was the hapless unhappy victim of her family's aspirations for her.

Alec, at twenty, was on the verge of suicide from unhappiness. His father was a rabid baseball fan. The first gift for his newborn son was a league ball. Alec cut his teeth on baseballs, actually. His father was going to make a major-league pitcher out of Alec. Nothing else would satisfy the father's itch; it must be a pitcher. But Alec couldn't be a pitcher, even on his prep-school team. Had Alec actually taken his life, his baseball-crazy father would have been the murderer.

Then there was Richard, a sergeant in the signal corps. Army life was agreeing with him, and he agreed with the army, until letters from home slyly began to mention friends who had become lieutenants, and why didn't Richard try for a commission.

Thus do ambitions often come from an itching around someone's wishbone, rather than from the backbone.

The shiftless have no targets at all.

The really happy people have targets that are the right size for them.

And how can we know when the target is the right size?

Several ingenious psychologists have made researches that reveal some of the targets we should aim at if we are to have personal happiness.

If you want to be assured of *unhappiness*, their work shows, put these aims on your targets:

Wealth.  
Leisure.  
Travel.  
Reform.  
Society.

But if it is happiness you are after, these are your targets:

Steady work.

Plans for old age.

Enjoyment of your work.

Continuous study and self-improvement.

Religion.

Many acquaintances and friends.

Hobbies for leisure time.

Trust in work rather than luck.

A deep and genuine care for someone.

A lot of people need to overhaul their targets, their aspirations, especially those who get poor scores on the tests at the end of the chapter. A financial collapse made Wayland overhaul his; this book may accomplish as much for you, without the loss of most of your possessions.

So they're trying to discourage you about your future! Not so many opportunities as there used to be, you hear? And what about all that unemployment that is prophesied? You'll be lucky to make a bare living, folks say? Perhaps someone has even been cruel enough to imply that you don't have the stuff to make good.

Every generation has to listen to these prophets of doom. Unfortunately, they are always with us, causing discouragement, unhappiness, mediocre efforts. But fortunately, these dour prophets are almost always wrong.

The people who go places and do things pay little attention to these detractors. Luckily for the rest of us, some are immune to discouragement.

I recently asked several hundred high-school seniors to write a plus mark on a slip of paper if their parents generally gave them encouragement, a minus mark if it was usually discouragement. When we tallied the slips, the minus marks predominated. Most of the minus marks were large, bold, made with evident

feeling. The plus marks, in contrast, tended to be faint, uncertain.

Then I asked similar groups in other states about encouragement from their teachers. Again, minus marks were in the majority.

And when I asked groups of labor-union members whether they got encouragement or discouragement from their bosses, again the minus marks led.

Encouragement is a closely hoarded virtue. Little wonder so many people have the fight taken out of them before they get warmed up for the battle of life. Discouragement comes from all sides and licks many before they start.

Genius consists partly in the ability to overlook the discouragement with which the world tries to break our spirits.

Discouragement starts with parents and teachers.

A teacher in Port Huron, Mich., sent a six-year-old lad home with a note to the effect that schooling would be wasted on him because he was "too stupid to learn." But young Thomas Edison proved the teacher to be wrong.

When you step on the starter of your automobile, buy ethyl gasoline, use ice cubes, see a cash register operated automatically by an electric motor, think of another lad whom teachers tried to discourage. Those inventions were made by a gangling young man, almost blind. He wore glasses so thick that his eyes looked like wrinkled peas. His teacher in a one-room country school north of Columbus, Ohio, had called him "the dumbest boy in school." It was Charles F. Kettering's teacher who was dumb, the brilliant "Ket" certainly was not. You will see his picture and learn more about his life at page 135 of our book "The Technique of Handling People."

And in France, Honoré might have been discouraged by his teachers. "We can't do a thing with him. He will never amount to anything," they said, "because he goes around in a mental coma." But that mental coma made it possible for Honoré de

Balzac to become the foremost novelist of his day; some 2,000 characters are to be found in his novels.

A young lad in Scotland, crippled with infantile paralysis, did not receive sympathy or encouragement from his teachers. They called the boy who was to become Sir Walter Scott a dunce.

In Minneapolis a boy whose brain had been injured at birth flopped and jerked when he tried to move. He had spastic paralysis. The teachers informed his parents he should be not in public schools but in an institution for the feeble-minded. Instead of that, however, Earl R. Carlson went through medical college, and became head of the department for treating spastic paralysis at New York's famed Neurological Institute.

People in Arbois, France, felt sorry for their tanner. His workplace smelled like an outhouse. His son Louis was not only shy and timid. He was considered stupid as well. This "stupid" son of Napoleon's ex-sergeant was the great Pasteur, who discovered how to control anthrax, rabies, and diseases borne by milk—pretty good for a stupid boy. Louis Pasteur had to fight against discouragement all his life. Sometimes, engulfed by opposition and condemnation, he nearly quit, but something in him would marshal his forces and the frail man would forget the detractions and forge ahead. There again is that symptom of genius—to be able to overlook the discouragements poured over one, and work on.

"You will be a disgrace to yourself and all your family," Charles Darwin's father exclaimed thoughtlessly when the boy failed at school, and Darwin was more than fifty years old before he could put this discouragement behind him and get down to his real work.

Nils Linnaeus was a poverty-stricken minister who lived in the south of Sweden. When his oldest boy started school he had the misfortune to be under a melancholy teacher "better calculated for extinguishing a youth's talents than for improving them." Young Carl went through school halfheartedly. At high school the principal, who had legs like a stork, said that Carl

was unfit for a profession but might become a good tailor or shoemaker. Dr. Rothmann, the family physician, however, was the encouraging sort. He asked Carl to live with him for a while. He encouraged Carl to read medical books. Carl Linnaeus became a professor of medicine, then switched to become the organizer of modern botanical classifications—the towheaded lad who did not have professional ability!

“Leo is both unwilling and unable,” Tolstoy’s teachers said. Nothing but discouragement came this ugly boy’s way, and he decided to end it all. Then he read a book that gave him encouragement for the first time, a book by Rousseau that glorified the dignity of the common man, the inner beauty of external ugliness. The unwilling, unable, and ugly boy wrote more than a dozen famous books, became the prophet of a new Russia. His brother, handsome Sergei, pampered by the teachers as the willing and able brother, is now remembered merely as Leo’s brother. Yet Leo had to wait until chance put the right book into his hands before he got encouragement.

“Paul Ehrlich! What a *Dummkopf* you are!” That is what his grade teachers told him.

“My dear young Herr,” the professors at Breslau medical school told him, “you cannot learn medicine; don’t come back here.”

So he went to the medical school at Strasbourg and was such an abominable student, the professors thought, that he had to look for still another place to study medicine. He didn’t argue with the professors, just lit another cigar and refused to let them discourage him.

He went to Freiberg and Leipzig before he could finish his medical studies.

He had a superb aplomb, jauntily smoking his twenty-five cigars a day in the face of the professors’ attempts to make him realize he was not cut out for medicine.

Not cut out for medicine? Hardly. He discovered methods for staining tubercule bacilli and living nerves, so that they

## PERSONAL HAPPINESS

could be studied under the microscope; he converted a common poison, arsenic, into a "magic bullet" that at last made possible the successful treatment of syphilis.

When the gay *herr Doktor* was fifty-four, diplomats and medical bigwigs solemnly gathered to present him with a badge and purse. The medical professors who had tried to discourage him at four universities must have blushed as he was awarded the Nobel prize. Paul Ehrlich lit another cigar—they were expensive ones, now—and said, "I had one moment of good luck."

His real good luck was his immunity to the discouragements from others.

"Davis, that oldest boy of yours is good for nothing but to whistle," old Judge Vail told his son.

"I know, and Doe is already sixteen," Doe's father replied. "I'll likely have to support him the rest of my days."

When Doe went away to learn telegraphy, his father was still saying that the boy would never learn to make a living—just didn't have it in him. When Doe got a job as railway mail clerk, his father did not change his tune. But when he became a supervisor of the railway mail service, his father quieted down. "He won't last long" was all Doe's father said.

Then Doe quit his government job, although Congress offered him a raise in salary, and started out with a new invention made by a Massachusetts teacher.

"He better not come to me to borrow money," Davis Vail said. "I've got to hold on to it to support him when he loses his shirt."

But Theodore Vail did not lose his shirt; he made a fortune organizing the American Telephone & Telegraph Co. He liked to tease his aging father by recalling his discouraging prophecies.

"Now you know I never said any such thing!" was his father's weak defense.

Discouraging comments often come home to roost, and embarrass.

Your cautious outlook on your own future is probably due

less to logic than to discouragements you have caught from others. For personal happiness, for personal accomplishment, you need encouragement.

Edison, Kettering, Balzac, Scott, Carlson, Pasteur, Darwin, Linnaeus, Tolstoy, Ehrlich, Vail, and thousands of others have found where to look for encouragement.

You are not likely to find it from teachers, parents, employers.

Look to yourself for the self-encouragement we all need.

### Cheerfulness

	Yes	No
1. Do you seldom have the blues? .....	—	—
2. Do you keep from worry about getting old? ...	—	—
3. Do you laugh and smile much of the time? .....	—	—
4. Do you have a good time at picnics and parties?	—	—
5. Are your dreams usually pleasant? .....	—	—
6. Do you forget sickness or accidents quickly? ...	—	—
7. Do you quickly forget your failures and mistakes?	—	—
8. Do you think life is pretty good after all? .....	—	—
9. Do you often whistle or sing? .....	—	—
10. Do you try to get others to laugh or smile? ....	—	—
11. Do you often think over the good times you have had? .....	—	—
12. When the going is tough, do you usually think it will come out all right? .....	—	—
Total number of "Yes" answers.....	—	—

People with a cheerful temperament have a large number of "Yes" answers. The average person has six.

Those with four or less "Yes" are on the melancholic side of life. They are likely to be disappointed or crabbed. In many instances they have been that way from childhood, having always had aspirations that were too high, or they think that the world should give them a living without exertion on their part.

While others may feel sorry for the melancholics and do many little favors for them, it is seldom possible to like a melancholic. People with low scores need especially to overhaul their targets and adopt a happier philosophy of life.

People who make high scores get a great kick out of just living. Their weakness is flightiness, fluttering around without getting much done. They are usually rapid talkers, as well as cheerful talkers. They are more likely to be successful in business, especially in saleswork. They are enjoyable companions and should have many friends. Often they are not especially ambitious.

### Carefree

	Yes	No
1. Are you careful about the people with whom you get acquainted? .....	—	—
2. Do you have moody spells? .....	—	—
3. Are you self-conscious around important people? .....	—	—
4. Are you worried about what others think about you? .....	—	—
5. Are you interested in intellectual things? .....	—	—
6. Do you seldom go to parties? .....	—	—
7. Are you bothered by bashfulness? .....	—	—
8. Are you embarrassed by saying the wrong things? .....	—	—
9. Does it bother you when others watch you work? .....	—	—
10. Do you prefer conservative clothes? .....	—	—
11. Do you take your work pretty seriously? .....	—	—
12. Do you envy people with better jobs? .....	—	—
Total number of "Yes" answers.....	—	

The average adult has seven "Yes" answers. This indicates that many people are serious rather than carefree.

People with less than four "Yes" answers tend to be carefree. This carefree attitude is usually started early in life. Hard knocks or bad luck seldom make such folk serious for longer than a couple of days. They may not get much done, but they



do have a lot of fun while doing it. Their mental health and happiness are both usually high.

Those with high scores are on the serious side of life. Their seriousness is likely to have been acquired, often as the result of an overdose of conscience. The serious people are hard workers but may not get much done and seldom get much fun out of their work.

This is a case where an average score is probably the best all around, either extreme having its handicaps.

### Warmheartedness

	Yes	No
1. Do you express joy when you see beautiful things? .....	—	—
2. Are you fond of a great many people? .....	—	—
3. Are you usually happy with others? .....	—	—
4. Are you cordial in greeting people? .....	—	—
5. Do you like to be with children part of the time? .....	—	—
6. Do you smile at a cute child when you see one? .....	—	—
7. Do people seem to like to be with you? .....	—	—
8. Do you have many close friends? .....	—	—
9. Are you as cordial to new acquaintances as to old friends? .....	—	—
10. Does music stir you? .....	—	—
11. Does your expression change when you are talking? .....	—	—
12. Do you smile a great deal? .....	—	—
Total number of "Yes" answers.....	—	

The average grownup has seven "Yes" answers.

People with nine or more "Yes" are definitely in the warmhearted class. They show cordiality and interest in others at every turn. They help their own personal happiness by helping the happiness of others. They are splendid neighbors or fellow workers. They do not hesitate to show their liking for people.

Their main danger is that they may become overly emotional.

Those with below-average scores are coldhearted. If they have emotions they keep them to themselves. They may have expressionless poker faces. These coldhearted people are often aloof and reserved because they envy others or because they have been disappointed in their ambitions.

Coldhearted people should act more enthusiastic and friendly, even if it has to be mostly pretense at first.

The warmhearted make good salespersons, organizers, husbands, and wives.

### Optimism

	Yes	No
1. Do you prefer fast, light, joyous music to other kinds? .....	—	—
2. Have you been fairly successful in most things you have tried? .....	—	—
3. Are you patient in a traffic jam or other exasperating situation? .....	—	—
4. Do you forget disappointments quickly? .....	—	—
5. Do you usually get up feeling enthusiastic? ....	—	—
6. Are you pretty active during the day? .....	—	—
7. Do you almost never have the blues? .....	—	—
8. Do you usually have pleasant things in your daydreams? .....	—	—
9. Do you think there is more happiness than misery in the world? .....	—	—
10. Do you think you will live to a good old age? ..	—	—
11. Do you like to cheer up people who have had bad luck? .....	—	—
12. Do you feel that your income will improve? ...	—	—
13. Do you usually find people agreeable? .....	—	—
14. Do you think the world is getting better? .....	—	—
15. Is it easy to make you laugh? .....	—	—
16. Do you like to tell funny stories? .....	—	—
17. Do you usually see a funny side to serious things?	—	—

Total number of "Yes" answers..... —

People who have more than half of these answered "Yes" are on the optimistic side of life. A low score does not necessarily mean that one is a pessimist; see the next test for that.

While many envy the optimist his good nature and general happiness, the optimist himself has to guard against becoming so easygoing that he becomes a ne'er-do-well who drifts aimlessly through life.

The *passive optimist* floats along with the world. Such people do not use their full abilities. They are inclined to enjoy life rather than to work. Many of these people have brilliant abilities but do not use them. Their aspirations may be not merely low, but apparently missing.

The *active optimist*, on the other hand, is a real worker. He has a reasonable ambition and optimism enough not to be discouraged by minor, inevitable setbacks. Many people who have made and lost fortunes are active optimists.

Most people who make high scores on this list are careless with their money and may need guardians to keep them from dying in the poorhouse.

### Pessimism

	Yes	No
<i>Do you think that:</i>		
1. Modern marriages are sort of a failure? . . . . .	—	—
2. Others do not treat you properly? . . . . .	—	—
3. A college education is much overrated? . . . . .	—	—
4. There is as much misery as happiness in the world? . . . . .	—	—
5. Most people are not serious enough? . . . . .	—	—
6. You are going to catch some disease? . . . . .	—	—
7. Life is somewhat monotonous? . . . . .	—	—
8. The future is not especially favorable for you? .	—	—
9. Our churches are not what they should be? . . .	—	—
10. Permanent peace is probably not possible? . . .	—	—
11. People are friendly just for what they can get out of it? . . . . .	—	—

	Yes	No
12. We will likely have still worse wars? .....	—	—
13. The working man will always be an underdog? .....	—	—
14. Most politicians are corrupt? .....	—	—
15. The younger generation lacks character? .....	—	—
Total number of "Yes" answers .....	—	—

Pessimists have more than half of these questions answered "Yes," but a low score does not mean one is an optimist.

A hidden streak of cruelty is usually the cause for pessimism. Pessimists feel that they have been cheated by the world and that the world owes them a living. They are better at grouching than at working.

Pessimism is likely to be ingrowing, steadily becoming more marked until its unfortunate possessor is thoroughly miserable. It is not true, as sometimes alleged, that pessimists enjoy their pessimism. They don't enjoy it, but can't turn it off. They could turn much of it off if they would make the effort, but they usually do not like to exert themselves.

People with high scores are probably blaming others for their own shortcomings. They demand so much from others that they are difficult to get along with. Others begin to evade them, and this makes the pessimism worse.

The pessimist needs to give his targets a complete overhauling and, especially, to decide that maybe the world does not owe him an easy living.

### Melancholy streak

	Yes	No
1. Do you avoid cemeteries, funerals, and other reminders of death? .....	—	—
2. Do you have spells of the blues? .....	—	—
3. Do you cry easily at times? .....	—	—
4. Are you upset by the sufferings of others? .....	—	—

	Yes	No
5. When you fail at something does it make you depressed? .....	—	—
6. Does it sometimes seem that life is not worth the struggle? .....	—	—
7. Do you seldom sing or whistle? .....	—	—
8. Do you dream about accidents, sickness, death, bad luck? .....	—	—
9. Do you usually move slowly? .....	—	—
10. Do you often think nobody cares for you? ....	—	—
11. Do you think over bad news? .....	—	—
12. Have you had quite a bit of bad luck? .....	—	—
Total number of "Yes" answers. ....	—	—

The "Yes" answers indicate a gloomy nature. The average person has a score of four "Yes" answers.

People with eight or more "Yes" are on the depressed side of life. These melancholic people are likely to have too large a dose of conscience. Their gloominess is a form of remorse. They feel guilty about something but do not know what. There is almost always some hidden anxiety that causes the gloom clouds.

The depressed outlook is seldom due to bad luck or the death of loved ones. Failure to achieve what one had hoped is more often involved—this makes the melancholy streak worse.

It is much easier to get over the melancholy streak than to get rid of pessimism.

This melancholy streak is more likely to develop among older persons, especially those who have had high aspirations and feel that their aims have been frustrated.

### The blues

	Yes	No
1. Is your appetite poor? .....	—	—
2. Do other people seem to be more capable than you are? .....	—	—
3. Do you worry about your health? .....	—	—

	Yes	No
4. Are you losing weight? .....	—	—
5. Do you feel useless at times? .....	—	—
6. Do you want to stay away from people? .....	—	—
7. Do others seem to be happier than you are? ....	—	—
8. Does your memory bother you? .....	—	—
9. Is it difficult to sleep, although you feel tired? ..	—	—
10. Are you bored by play and recreation? .....	—	—
11. Do you have little interest in the opposite sex? ..	—	—
12. Do you have to force yourself to work? .....	—	—
13. Do you feel discouraged? .....	—	—

Total number of "Yes" answers..... —

Congratulate yourself if you had no more than five "Yes" answers. That is the average.

People with eight or more "Yes" answers are getting into blue funks. In a few days they will likely have lower scores. That is the way with the blues, they come and go, but they also come back again, so it is well to be fortified against these thieves of personal happiness.

A spell of the blues is often due to a feeling of unworthiness from aspirations that cannot be achieved. Sometimes they are due to a feeling of hostility toward someone. Brotherly love is a good preventive in these instances.

The best treatment when one is in the blues is not to baby oneself, but to work harder than ever.

The happy person is one who is working.

### Morale

*Check each statement that might apply to your present attitude toward life*

*A*

- 1. I am getting a great kick out of life.
- 2. This is the best year I have had.

- 3. I am happy and lucky.
- 4. Things are very enjoyable.
- 5. I am having a splendid time.

*B*

- 6. I take life as it comes.
- 7. I enjoy things despite a few difficulties.
- 8. This is a very good year, though not all roses.
- 9. Minor troubles don't spoil it all.
- 10. Things are going a bit better.

*C*

- 11. There are ups and downs, but I am usually cheerful.
- 12. Not too good, not too bad.
- 13. I am satisfied, despite some dreariness.
- 14. Contented but hopeful about the future.
- 15. Things could be worse.

*D*

- 16. Bored with things and wish the future looked better.
- 17. Things aren't quite up to the mark.
- 18. Life is the same old grind.
- 19. Things used to go better.
- 20. I ought to be happier.

*E*

- 21. This is a bad year for me.
- 22. I'm disgusted with things.
- 23. Life is pretty uninteresting.
- 24. Things are too unsettled for me.
- 25. I get the blues often.

In which group do most of your check marks fall? People with the highest morale have most of their checks in the *A* group. The average person has most checks in the *C* group, with a few in the *B* class. If most of your checks fall in the *D* and *E* classes, it would be wise to consult a specialist to get things straightened out so that your morale climbs into a higher classification.

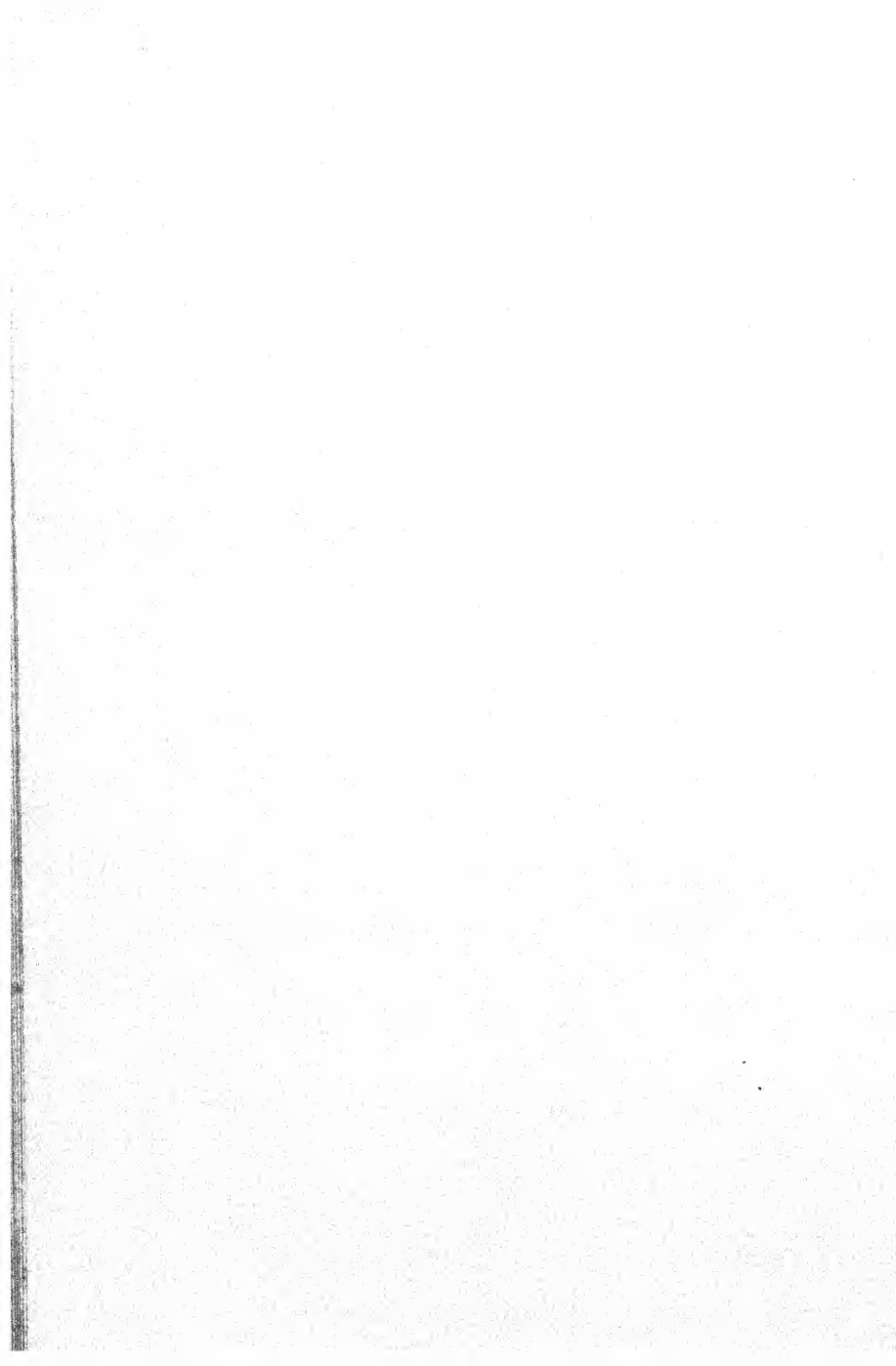
RULES FOR

# *Personal Happiness*

by DR. DONALD A. LAIRD

1. Keep your aspirations reasonable.
2. Plan and save for old age.
3. Think more of what you can do than of what you can't.
4. Keep your conscience clear.
5. Get rid of all hostility toward others.
6. Get a kick out of your work; don't kick about it.
7. Keep your eye on how you have improved, not on how far you still have to go.
8. Depend on your backbone, not on your wish-bone.
9. Care deeply for someone beside yourself.
10. Fall in love with some hobby.





*Self-management*

**W**hy do so many dubs get good jobs? Take Ox, for instance. Maybe he wasn't a dumbbell, but there surely was nothing brilliant about him. He was just an everyday sort of a dub. He got the nickname of Ox because he resembled one—plenty of muscle but no great display of brains. His legs were so thick that he was always splitting his trousers.

According to rumor, Ox pulled through high school because he outgrew the seats and graduated from college because the teachers were afraid he might do assault and battery if they flunked him.

His athletic record was fair but would have been much better if he had had some speed and headwork along with his brute strength. He came within a hair's breadth of failing every course he took. But Ox eventually finished college and landed a job in a large factory near his Michigan home town.

He was detailed to watch a giant punch press kick out thousands of stampings an hour and to carry heavy rolls of metal strips to feed his press. Most of the time Ox just stood, listening to the thump-thump-thump of the press. The job gave him plenty of time to think or to daydream. Friends caustically commented that the work was about the right sort for Ox; it took big muscle and small brain.

They felt sorry for Alicia, his sweet wife. She had been a physical instructor in the Y.W.C.A. Now she was making a baby-production record. Ox was devoted to his growing family,

but his pay as a punch-press operator had to be stretched pretty thin each week.

Then Ox surprised everyone, except Alicia and their neighborhood branch librarian. He was promoted rapidly. Some of his acquaintances said the company must have felt sorry for his family. Others, who were cynical, said industry only wanted strong backs anyway. All were wrong. Here is the inside story of his promotions, which kept coming until, at the tenth reunion of his college class, he had a better job than any of his classmates.

After watching the punch press for three years, Ox asked his foreman for permission to talk with the factory manager. "About something personal," Ox said. The foreman gave him a half-hour pass and got Ox an appointment with the plant manager.

"I don't seem to be making any progress with the firm," Ox told the manager pleasantly, "and I wonder what the matter is."

The manager was annoyed. Evidently this big fellow wanted a raise and was too dumb to know he should talk with his foreman first.

"Wel-l-l-l," the manager stalled for time, "what is your objective?"

Ox didn't bat an eye. He had figured what to say while standing at his press.

"I want to take over your job, eventually, and I hope to do as well at it as you!"

His candor knocked the boss speechless.

"What makes you think you could fill my job?" the manager finally asked.

"That's the point," Ox replied. "The company has kept me at this one machine for three years, but I've nosed around and picked up quite a bit on my own around the plant. Now I need some cooperation from the firm, more experience if they are going to develop a good factory manager, or something, out of me."

The boss secretly liked Ox's audacity. What impressed him most favorably, however, was the discovery that Ox had had one of the messengers list the titles of the books and trade magazines in the boss's office and had been studying copies from the neighborhood library.

After this interview, the boss wrote a memo to the personnel manager. "Keep an eye on this fellow, and let's push him along as fast as he can stand. He is one man in the shop who *knows how to boss himself*."

There were brighter young men in the plant, but Ox stood head and shoulders above them because he was bossing himself, managing himself toward a definite goal. He just seemed like a dub. The smart fellows, who caught on quickly but did not boss themselves, turned out to be the real dubs.

There were foremen, supervisors, and assistant managers galore over Ox. Yet he was his own real boss. He didn't own the plant; he couldn't do entirely as he pleased. But he was his own boss because he did what he knew he should for himself. This distinction is important, as Mr. Quinn learned too late in life.

Quinn was one of my first employers. His greatest enjoyment was attending funerals.

A hardy individualist, he ran a one-man store in a small Iowa town. You could buy patent medicines, dry goods, Yankee notions, and groceries in his store. No one bossed him, not even Mr. Quinn, but he certainly had his own way.

The popular line of cheap candies, for instance, was sold by a Dubuque drummer. Quinn didn't like the flashy way the man dressed, with clothes that explored the future, so bought nothing from him. If Quinn had been his own boss he would have concealed his personal dislike and stocked the popular items. He would not have refused to wait on customers he disliked.

His shelves were cluttered with antiquated, fly-specked goods. "I'm running my own business," he told the local banker, who suggested a sale on some of these shelf-worn items, to

convert them into cash. "Not Quinn, no sirree! I'm entitled to a profit, and I'll get it if it takes ten years. No banker is going to get me to sell goods at less than full profit."

So every week a can or two of spoiled foods exploded, the needles rusted, and moths chewed into the red flannels.

Quinn could have had a tidy sum in the bank, but his profits were tied up in merchandise that was rotting on the shelves. He was running himself and his business, sure enough. But he certainly was not bossing himself; he just did what he wanted to do.

After an eighteen-year absence I visited the Iowa town but scarcely recognized the old store. It was painted a fresh, bright red. It was clean. The windows were filled with cans that bore cut-rate prices. The greatest change was in Quinn himself. He was neatly shaved and wore a crisp white apron.

Now he was working for a chain store, no longer his own boss.

As I looked around the store and talked over old times with him, I said: "Well, Frank, those chain people have certainly showed you a trick or two."

"Nope," he replied, doggedly. "They hain't showed me nothin'. They just make me do what I knowed I should've done all the time."

Thus he grudgingly admitted that all the years he pretended to be his own boss, he was merely having his own way and not making himself do what he should have been doing. But he still attended funerals for relaxation.

I have told many groups these stories, with amazing results. A young attorney in Oklahoma wrote me several months after hearing them. He had been imagining he was his own boss; that was why he started practice for himself rather than with an established firm. He would go leisurely to his office, look through his mail, then rush to the courthouse-square lunchroom for a couple of enjoyable hours drinking coffee with the courthouse workers as they dropped in. He was having a fine time,

doing what he wanted to do, having his own way, but he was nearly threadbare.

He had pretended that these long daily visits gave him valuable personal contacts, but he couldn't live on a diet of personal contacts.

After he heard the stories of Ox and Quinn the truth dawned on him. He was not making himself do what he knew he should be doing. He was taking the path of least resistance and was not bossing himself.

He grew stern. He made himself answer his mail the first thing in the morning, taking the difficult letters first. And he didn't bother about midmorning coffee unless he was all caught up in his work. He switched from restful personal visits to business calls.

"Courtney's practice is certainly picking up," the courthouse crowd began to comment. It was, for when some rancher or oil man asked about an attorney he was told, "Well, there's Courtney across the square, but he is pretty busy; if you can get him, he'll hurry it right through for you."

Courtney became a successful attorney when he became his own boss, said "No!" to himself, and meant it.

It is usually easier to say "No!" to others than to ourselves. But it is often more necessary to say "No!" to ourselves and to mean it.

A sagacious mountaineer is said to have kept a record of the money he had made by saying "No!" to himself. His account book had such entries as:

No stick candy.....	\$ .05 saved
No dance at 4 corners.....	.20 "
No new boots.....	.90 "

The items in this unusual ledger showed a gain of some \$1,200 by saying "No!" to himself in little things. The bigger gain comes when we can total up the accomplishments we have made by denying whims and desires that do not lead to our goals.

The self-made young president of one of our largest advertising firms knows how to boss himself. He discovered he was smoking too much, for instance. He might have tried to cut down a bit, but, "No!" He quit completely, no dillydallying. Music had been his chief enjoyment, yet during a critical business period, he said the same complete "No!" to himself and did not attend a single concert for more than a year. He attended to business instead, and his business came out so far on top that he could go to all the concerts he wanted for years to come. He had been handicapped by an impulsive temper and he lost some skilled adcrafts people by it, so he made himself stop showing anger, although he still often felt like it.

We have to use our brains to say "No!" and then stand by the decision. The brain's main job is to keep things under control. Without the control from brain centers, for example, the heart would race itself into exhaustion. The brain is a steadier. It is not a starter but a brake.

When the brain is bossing us, purpose takes the place of shilly-shallying, self-control takes the place of whim control.

If you are bent on having your own way, regardless of advice or consequences, you are being whimmed, not bossed. Although, as the Scotsman said of his wife, you may have a whim of iron, you are still not managing yourself.

But when you say "Do it!" and make yourself do the things that help, and say "No!"—and mean it—to the things that handicap, then you are working for a good boss—yourself!

So you think your future is dark because you haven't enough education!

Your family couldn't send you to Yale? You had to go to work before you finished high school? Maybe military service cut into your schooling, and now you feel too old to associate with kids in a classroom.

John Wanamaker's father worked in a brickyard near Philadelphia. The family lived in a little white house with green

shutters, across the street. John was a sandy-haired, blue-eyed youngster, a bit puny, with a wide forehead and large nose. Puny or not, he was up at four o'clock to do his share of the chores on their little truck patch before his father crossed the street to work in the brickyard.

That wide forehead of John's was not exposed to much regular schooling. He had only two years, but he scooped up an education for himself that put some college graduates to shame.

"Whatever education I have," he said, "has been picked up as I went along, just as a locomotive scoops up water without stopping." This scooped-up education was not accidental either; it was intentional. He always carried a book and studied it during odd moments.

"People who saw me when a boy often thought I had a tumor where my pockets were," he wrote later, "because my pockets were so stuffed out with books and papers I had put there to study when I had the chance."

At seventy, a prince among merchants, he still followed the practice of writing down words he did not understand and looked up their meaning and pronunciation at the first opportunity. He would sometimes spend an entire evening reading the dictionary, as other people read mystery stories. John Wanamaker dug a better education out of the dictionary than many spoiled young men get from four years at college.

David did not exactly scoop up his education, but he did catch it on the run. He went to work at ten, as piecer, in a Scottish cotton mill. He used half of his first week's wages to buy schoolbooks, studied at home from eight until ten evenings. He noticed a flat place on the framework of the spinning jenny, which he walked past dozens of times a day. He propped a book up on the spinning jenny and paused long enough to read a sentence as he walked past. As his nimble fingers were piecing the broken threads together he would repeat the sentence, think over it. Slow reading, but indelible, for each sentence had time to sink in and be digested.



At twenty-four he went to London to prepare for his life work as medical missionary and explorer in the dark continent. David Livingstone, the mill boy who had neither time nor money to go to college, is buried in Westminster Abbey.

George Stephenson's father was fireman of a steam pump that drew water from Newcastle coal mines. At fourteen George became his father's assistant. At eighteen he had charge of a pump himself, twelve hours a day. He had never been to school. Big hulk of a man that he was, he swallowed his pride, exposed his ignorance, and started school. He was big but not too big to learn, and at eighteen he first learned to read and write.

He had teachers for reading and writing, but after twenty he was on his own. He got books on mechanics and learned the principles that governed the pumps he operated. From reading he learned how to build a steam engine, soon built one to haul coal cars out of the pit.

His self-education made him one of the best educated engineers of the day, laid the foundations for his design of "The Rocket," first successful steam locomotive, and for the large engine and machine factory he eventually owned.

Young Thomas Edison was in school just three months. The teachers could do nothing with him and gave him up as stupid. His mother taught him reading, writing, and arithmetic. But Edison was one of the best educated men of his day in technical matters. He studied technical books, read the technical magazines. The library he accumulated in his laboratory occupied the largest room, and Edison knew what was in each volume.

Let's get acquainted with another David. This one came from Russia, with his parents, at the age of nine, on a ship that turned handsprings across the Atlantic. At fifteen his father died, and David had to support his mother and the four younger children. He learned the telegraph code in his spare time, got a new job, as office boy, with the Marconi-Wireless Co., at \$5.50 a week, a 50-cent raise.

David Sarnoff read the technical books in the office, bought

others from his small wages. Then a vacancy occurred at the lonely outpost station on Nantucket Island. Sarnoff was seventeen and asked for the job. It was too lonely a job for most operators, but Sarnoff was eager for it. He was attracted by the good wireless library at that outpost. He could study to his heart's content.

In two years he had finished those books and received a \$10 a month raise. He wanted to return to New York, so that he could now take courses at Pratt Institute. That \$10 raise was good only at Nantucket, the company told him. All right, Sarnoff would go to Pratt Institute nights, without the raise. The future president of the Radio Corporation of America was going to get his education, regardless of the lost raise.

William A. Patterson was born in Honolulu. At fifteen he was an office boy in San Francisco. Did he get an education? You bet he did. For the next thirteen years he went to night school. At thirty-five he became president of the United Air Lines.

Perhaps you imagine you are too old to fill in the gaps in your education. Going to school may strike you as kid stuff. Charles E. Moore did not feel that way about it. He had gone to work at fourteen as an apprentice machinist. At twenty-two he took inventory of himself. He was six feet and six inches tall, he had a family to support, he was an ace machinist—but he lacked education. So this family man enrolled in high school as a freshman, graduated, then took engineering college courses part time.

With the confidence and knowledge gained from adult training, he built up the largest machine-tool business west of Chicago. Then he got hold of the ninety-year-old, bankrupt Joshua Hendy Iron Works, and in two years changed it into a humming factory of 3,000 employees, turning out giant diesel, turbine, and reciprocating engines.

Consider the example of C. Donald Dallas. When he was ten his family moved from Canada to Chicago. After the first year

of high school, the classes seemed useless, so he quit school and went to work. You know how boys are at times. Later he went to a ranch in New Mexico.

Was he too proud, too stubborn to admit that perhaps he should have finished high school? Not this Scotch-English man. He went back to Chicago, picking up his education where he had deserted it, and graduated from Armour Scientific Academy. Later he organized the Revere Copper & Brass Co., and became president of this, the largest independent brass and copper firm in the country.

Dick Arkwright, youngest of thirteen children, was an ignorant Lancashire barber, running a basement shop. In his day there was little public education, but at thirty he laid aside his razors and decided to make something of himself. At thirty-seven he had patented the spinning frame. Four years later the ex-barber was able to erect his own mill. He revolutionized textile methods, made a million, became Sir Richard Arkwright.

An ignorant ex-barber knighted because he had made a million? Not exactly. He was no longer ignorant. He worked long days, from five in the morning to nine at night, but the day was never too busy or too short for him to find two hours in which he could study. He started, this man in his thirties, with grammar and writing, then promoted himself to other topics. His day was never done until he had spent two hours on his continuing education.

A half orphan early in life, William Smith became a surveyor's helper, then a surveyor. In the excavations that he helped survey he saw strange formations that puzzled him. He read geology but could not find an explanation. He read more, he thought, and he discovered, in his self-education, the first explanation of the stratification of the earth. This farm boy educated himself to become an outstanding scientist.

Hugh Miller's father was a sailor, lost at sea. Hugh did not have much chance for formal schooling around the waterfront. He was apprenticed to a stonemason as soon as he was old

enough, began working with hammer and wedges in a quarry. Some of the stone was deep red, covered by layers of clay. He asked the other workmen about the fossil shells in these strata, but they knew nothing about them. Like William Smith, he read and puzzled. Hugh Miller made himself a world authority on fossil life and discovered keys that unlocked scientists' knowledge of the early history of the earth.

John Heathcote was a foundry laborer's son. The boy was put to work with a blacksmith. He invented farm machinery, improvements in textile machinery, but was still uneducated. In middle life, busy as he was with his growing businesses, he took time each day to teach himself French and Italian. With the profits from his inventions he established schools for those who lacked the push to give themselves an education.

At twenty, John Hunter was a carpenter who could barely read and write, but he educated himself to become one of the most notable physicians of his day and professor of medicine.

Joseph Pulitzer, at seventeen, came to the United States, took part in the War between the States, ended in St. Louis after the war, uneducated, penniless, knowing little English. He took care of mules, worked on the river, but spent every possible moment at the Mercantile Library. He was often on the steps, waiting for it to open. He pestered the willing librarians for guidance in reading helpful books. His self-education helped him become the millionaire publisher and founder of the Pulitzer School of Journalism and the Pulitzer prizes for journalism.

Celebrities in medicine gathered in New York in December, 1944, to honor a former hospital janitor. Eight learned medical associations were represented, and hospitals as far away as the Mayo Clinic sent delegates to this unusual meeting. They were there to honor Edgar B. Burchell, "a scientist's scientist." The public knew little about Dr. Burchell's work, but quietly, behind the scenes, in the laboratories, he acquired fame among scientists.

His father was a carpenter, and he started out early in life to

become a jeweler. At sixteen, however, he deserted precious metals and stones to take a job washing bottles and cleaning up around a pathological laboratory. He worked a twelve-hour day, received \$17 in pay each month.

After his twelve-hour working day he read medical books from the laboratory, tried out experiments he read about. He had to use the dictionary a great deal and ask the doctors questions that puzzled him, for he had completed only the grades in school. In a few years, however, it was the physicians who were asking the questions, for Edgar Burchell had made himself—a self-educated layman—an authority on eye and ear diseases.

When King Prajadhipok of Siam came to the United States for a delicate operation on his eyes, the surgeons did not plan their procedures until they had called in this self-educated man as a consultant. At that meeting in New York the self-taught scientist was made an honorary fellow of the American Academy of Ophthalmology and Otolaryngology, the first man without a medical degree to be so honored.

Who is this melancholy-looking man with the fuzzy red hair, teaching at the Warsaw Music Conservatory? There is reason enough for his melancholy. He is a young widower. His only son is slowly being crippled by infantile paralysis. Musicians are already becoming acquainted with some of this thin man's compositions.

But why does Paderewski work so hard, giving private lessons to supplement his salary? Doesn't the conservatory pay well? It's this way: Paderewski has analyzed himself and discovered that his education has been one-sided, all music, music, music. His general education, he feels, is sadly lacking, and he is trying to correct this deficiency, now.

The extra money from those private lessons he is using to pay teachers—four of them!—who are helping him with mathematics, history, literature, and ancient languages. Starting at eight every evening, he is spending four hours to round out his education. If he is weak in general education, it is not going to be his fault.

The excitement of the Spanish-American War was more than nineteen-year-old Billy Mitchell could stand. He enlisted in the army. He liked the army, stayed in it. In the First World War he became brigadier general and commander of the American air forces. At forty he was glad to get a desk assignment in Washington, for that gave him the opportunity he had long awaited. He enrolled in George Washington University, finished a college course.

Albert Einstein was taught only language, history, and philosophy in school. He taught himself higher mathematics.

Theodore De Vinne, the type designer, taught himself French, German, Italian, Latin.

No chance to get a general education or technical training? The country actually teems with opportunities—adult education classes, nearly two thousand colleges, still more night schools, public libraries with specialists to help you map out reading courses.

Don't underestimate your opportunities to round out your education. Don't underestimate your ability to do it. You can pick up more than you think, and easily. If you know the alphabet, you have the foundations on which to build.

Get someone to guide you in your reading—some librarian, professional man, or teacher. They will help you avoid waste in reading, but they cannot do it for you.

You're never too old. Michelangelo drew a coat of arms for himself. It pictured an old man in a baby carriage; beside an hourglass was the phrase, "*Ancora imparo!*"—"I am still learning."

"The most important part of one's education," said Sir Walter Scott, "is the part he gives himself."

### Will power

- |  | Yes                                 | No                                  |
|--|-------------------------------------|-------------------------------------|
| 1. When people are soliciting funds for charity, is it easy for you to turn them down? ..... | <input checked="" type="checkbox"/> | <input type="checkbox"/>            |
| 2. Do you become discouraged only rarely? .....  | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |

	Yes	No
3. When you are working at something difficult, do you hate to give it up? .....	---	---
4. When playing a game against a more skilled player, do you work all the harder to win? ....	---	---
5. Do you sacrifice present comforts and conveniences for possible future gains? .....	---	---
6. When you have lost or misplaced something, do you try hard to locate it for a long time? .....	---	---
7. Do you leave a job before it is finished only on rare occasions? .....	---	---
8. Do you enjoy selling things? .....	---	---
9. Is it very difficult for someone to get you to change your mind? .....	---	---
10. Are you especially ambitious? .....	---	---
11. Do you like most to work things out on your own hook? .....	---	---
12. Do you have a schedule for your work? .....	---	---
13. Do you enjoy working at difficult puzzles? ....	---	---
14. Do you check the additions and count the change when paying a bill? .....	---	---
15. Are you more energetic than most people you know? .....	---	---
16. When you have finished one task, do you know just what you want to do next? .....	---	---
17. Can you stand pain and discomfort and keep on working as usual? .....	---	---
18. When a salesclerk offers you something just as good, do you insist on getting what you wanted originally? .....	---	---
19. When a salesman has spent considerable time with you, do you feel under no obligation to buy? .....	---	---
20. Do you budget your money and keep to that budget? .....	---	---
Total number of "Yes" answers .....	---	---

The average high-school graduate has eight "Yes" answers. Many "Yes" answers indicate persistence or high will power; few "Yes" answers indicates the opposite.

### Alibi artists

	Yes	No
<i>Do you think it is true that</i>		
1. Rich children are likely to be failures? .....	—	—
2. People who use long words do so mostly to impress others? .....	—	—
3. People who preach high ideals seldom practice them? .....	—	—
4. Ability to bluff counts more than real ability? ..	—	—
5. Policemen lambaste people to feel more important themselves? .....	—	—
6. Examinations are not fair tests of actual knowledge? .....	—	—
7. People who think quickly usually make poor decisions? .....	—	—
8. Luck often counts more than ability? .....	—	—
9. People pretend they like high-brow music to impress others? .....	—	—
10. You can't have friends if you have high ideals? .	—	—
11. A good-looking girl gets better jobs than a brainy one? .....	—	—
12. People do brave things mostly to hide their cowardice? .....	—	—
13. It is more important to know the right people than to have ability? .....	—	—
14. High moral standards keep people from being successful? .....	—	—
Total number of "Yes" answers.....	—	

Good if you have 0 to 5 "Yes" answers.

Average if you have 6 to 9 "Yes" answers.

Poor if you have 10 to 14 "Yes" answers.



Alibi artists have ready excuses to explain away their lack of success. These excuses are called "rationalizations." They are pseudo-logical attempts to blame others or the system. The rationalizations are destructive, not constructive. Those who make high scores on this list of questions may be "pickle pussies," with an ingrown sour-grapes attitude toward life, or they may be vagabonds at heart. They need to substitute action for self-justification in order to get ahead. One thing done is worth a dozen rationalizations. People who get things done make low scores.

### Self-control

	Yes	No
1. Can you concentrate easily for an hour at a time?	—	—
2. Do you rarely smoke too much or eat too much?	—	—
3. Do you almost never put off work that has to be done sometime? .....	—	—
4. Do you almost always do what you plan to do?	—	—
5. Do you have only a couple of habits you wish you didn't? .....	—	—
6. Can you do the things you decide to do without having to force yourself? .....	—	—
7. Do you practically never do things impulsively?	—	—
8. Do you seldom make resolutions to stop doing things? .....	—	—
9. Have you kept practically all your resolutions?	—	—
10. Are you always on time for meals, appointments, concerts, etc.? .....	—	—
11. Do you go for a week without putting things off?	—	—
12. Do you save your money? .....	—	—
13. Do you keep your temper fully under control?	—	—
Total number of "Yes" answers.....	—	—

Self-control is indicated by each "Yes" answer. The average grownup has ten "Yes" answers. People with poor self-control have many "No" answers.

**Can you take it?**

	Yes	No
1. Are you upset only slightly when your plans are thwarted? .....	—	—
2. Are you only mildly embarrassed when you make a blunder? .....	—	—
3. Is it very easy for you to control your temper? .....	—	—
4. Does criticism have very little effect on your work? .....	—	—
5. Do you practically never feel that people are watching you? .....	—	—
6. Is it very easy for you to control your feelings of grief or sorrow? .....	—	—
7. Is it easy for you to stand the sight of blood? ...	—	—
8. Is it easy for you to overlook the blunders of members of your family? .....	—	—
9. Do you always feel at ease with the opposite sex? .....	—	—
10. Do you forget embarrassing experiences very quickly? .....	—	—
11. Is it very easy for you to look at an accident? ..	—	—
12. Are you rarely jealous? .....	—	—
13. Are you almost never irritable or grouchy? ....	—	—
14. Do you have practically no self-consciousness when around people who are much superior to you? .....	—	—

Total number of "Yes" answers..... —

11 to 14 "Yes" answers is good.

6 to 10 "Yes" answers is average.

0 to 5 "Yes" answers is poor.

People who can keep cool in an emergency, who can take the inevitable rebuffs of life, enjoy an advantage over others. These questions disclose one's ability to withstand excitement without losing self-control and blowing up or withdrawing into one's shell. "Nervous" people are likely to make a poor score on this list. So do people who have been pampered, babied, and

protected from a cruel world. Hard knocks and cruel experiences sometimes harden people so that they can take them better.

### Self-disparagement

	Yes	No
1. Is it hard to say the right thing at the right time?	—	—
2. Is it hard to get your own way most times? . . . .	—	—
3. Is it difficult to ignore criticism? . . . . .	—	—
4. Do people just pretend that they like you? . . . .	—	—
5. Can others do things better than you do? . . . . .	—	—
6. Do people take advantage of you? . . . . .	—	—
7. Are people critical of you? . . . . .	—	—
8. Do you make many social blunders? . . . . .	—	—
9. Is your self-confidence shaky? . . . . .	—	—
10. Do you remember your mistakes a long time? . .	—	—
11. Do others express their ideas better than you do?	—	—
12. Do others have a better time at parties? . . . . .	—	—
Total number of "Yes" answers . . . . .	—	—

Self-disparagement is indicated by each "Yes" answer. The more "Yes" check marks a person has, the worse his disparagement of himself. The average adult person has four. High-school students have more, reflecting young folks' tendency to be too critical of themselves. A person with eight or more "Yes" answers is a chronic self-belittler. Such people should make lists of their strong points and carry them around, to remind themselves of what they can do, rather than brooding over their weaknesses. Those few people who have only "No" answers to this list are either egotists, braggarts, or both.

### Initiative

	Yes	No
1. Do you speak up when you think people are trying to cheat you? . . . . .	—	—
2. Do you prefer to plan your own work rather than have someone else do the planning for you?	—	—

	Yes	No
3. Can you do your work undisturbed when someone blames you? .....	—	—
4. Do you keep calm and unexcited when things go wrong? .....	—	—
5. Do you rarely ask people to suggest what you could do, where you might go, and such? .....	—	—
6. When you realize you have been in the wrong, do you apologize for it? .....	—	—
7. Is it easy for you to talk with people? .....	—	—
8. Do you look forward to meeting new people? ..	—	—
9. Do you leave social gatherings and meetings at a sensible time, even though others are still staying? ..	—	—
10. Whether you like the taste or not, do you usually eat the kind and amount of foods you know are good for people? .....	—	—
11. Do you do your work and chores promptly without supervision and without being told to do it? .....	—	—
12. Do you keep at a job until the work is finished? ..	—	—
Total number of "Yes" answers.....	—	—

Eight "Yes" answers is the average. Fewer than this indicates proportionately low self-reliance, poor initiative. See our book "The Technique of Building Personal Leadership" for methods of improving initiative.

### Discouragement

	Yes	No
1. Do you think most people can be trusted? .....	—	—
2. Do you get over the blues quickly? .....	—	—
3. Does the future look reasonably good to you? ..	—	—
4. Do you think some people do care what happens to you? .....	—	—
5. Do you think a young man today can expect a fair future? .....	—	—

	Yes	No
6. Do you think a man can get ahead in business without having a pull? .....	—	—
7. Do you think it is worth trying to plan one's future? .....	—	—
8. Do you think ability is more important than luck in success? .....	—	—
9. Do you think the real hard times are behind us? .....	—	—
10. Do you think these are exciting and interesting times? .....	—	—
11. Will things probably come out all right in the long run? .....	—	—
12. Do you think people have more good breaks than bad ones? .....	—	—
Total number of "No" answers.....		—

The "No" answers betray an attitude of discouragement. The average person is not especially discouraged—he has only three "No" answers if an adult, but five if a high-school senior. Too many young people approach the world with a defeatist spirit! People who have seven or more "No" answers are apostles of gloom and joykillers; they are also killing some of their chances for happiness by their attitudes of discouragement. These apostles of gloom often get that way because of an attitude of oral dependence, generated when they were first being weaned. They want things brought to them on a silver tray, without having the fun of working for them.

### Touchiness

	Yes	No
<i>Does it annoy you</i>		
1. If someone interrupts you when you are talking? .....	—	—
2. When you drop a parcel? .....	—	—
3. When the telephone is busy and you have to wait? .....	—	—
4. When you have mislaid something and cannot find it? .....	—	—

	Yes	No
5. When the static is bad on the radio? .....	—	—
6. When you cannot get the magazine or book you want? .....	—	—
7. When you accidentally lock yourself out? .....	—	—
8. If you have to stand on a trolley or bus? .....	—	—
9. To be held up when you are in a rush? .....	—	—
10. If you lose some small change? .....	—	—
11. When you have to wait in line? .....	—	—
12. When someone visits you too long? .....	—	—
13. To have your pen go dry when you are using it? .....	—	—
14. When neighbors' noise disturbs your sleep? ....	—	—
15. When the electricity goes off unexpectedly? ...	—	—

Total number of "Yes" answers. .... —

0 to 6 "Yes" is a good score.

7 to 10 "Yes" is an average score.

11 to 15 "Yes" is a poor score.

Life is often a game of patience. These questions probe one's patience in slightly trying situations of everyday life. People with high scores are touchy and may have nasty tempers; they upset themselves and others over trivialities. A low score, which shows patience, may mean good self-control or a natural lack of touchiness. One of the best preventives for touchiness is a sense of humor; try laughing the next time you start to blow up at some minor thing.

### Self-appreciation

	Yes	No
<i>Does it seem to you that</i>		
1. You are considered pretty good in most of the things you do? .....	—	—
2. Many people ask for your advice or help? .....	—	—
3. You are pretty competent in your regular work? .....	—	—
4. Others are interested in what you are doing? ...	—	—

	Yes	No
5. You are invited out more than most people? . . . .	—	—
6. Your boss is interested in you? . . . . .	—	—
7. People think you have an attractive personality?	—	—
8. You are better than average in handling money?	—	—
9. You can get people to agree with you? . . . . .	—	—
10. People enjoy helping you? . . . . .	—	—
11. You have been as successful as your abilities warrant? . . . . .	—	—
12. Others think you have good judgment? . . . . .	—	—
Total number of "Yes" answers. . . . .	—	—

People with "big heads" answer all the questions "Yes." The average adult has enough restraint, however, to make only six "Yes" answers. Those with ten or more "Yes" may have grandiose ideas about themselves and their capabilities, blunder serenely through life. People with less than four "Yes" answers do not appreciate themselves enough; they are doubtless much better than they think. Such people are too critical of themselves or may have set impractical goals. Parents' belittling in childhood will give an adult, years later, a low score on these self-appreciation questions.

### Flightiness

	Yes	No
1. Do you often act on the spur of the moment? . .	—	—
2. Do you daydream frequently? . . . . .	—	—
3. Are you somewhat absent-minded at times? . . .	—	—
4. Do you get rattled when things are critical? . . .	—	—
5. Do you do things impulsively? . . . . .	—	—
6. Do your interests change? . . . . .	—	—
7. Do you like work that changes often during the day? . . . . .	—	—
8. Do you often make your mind up too late? . . .	—	—
9. Does your mind often wander? . . . . .	—	—
10. Are you likely to jump at conclusions? . . . . .	—	—

	Yes	No
11. Do you think things over before acting? .....	—	—
12. Does your mind wander so that you lose track of things? .....	—	—
13. Do useless thoughts sometimes keep coming into your head? .....	—	—
14. Are your feelings easily influenced by the people around you? .....	—	—
15. Are you usually a good mixer? .....	—	—
Total number of "Yes" answers. ....	—	—

A good score is 0 to 4 "Yes."

Average score is 5 to 8 "Yes."

Poor score is 9 to 15 "Yes."

Flighty people are impulsive. They are usually likable but may change their goals so often that they do not accomplish as much as they should. They make great promoters and are usually starting things that someone else has to finish. One person overcame much of his flightiness by telling people what he was going to do, and after telling others he did not dare quit until it was finished. Flighty people need to watch their stick-to-it-iveness, to give more attention to finishing things. Their motto seems to be "Start it now." To this they should add "—and keep at it until it is finished." Overly ambitious people often become flighty. People tend to become less flighty as they grow older; impulsiveness is almost synonymous with youth, but some people never seem to grow out of it.

### Range of information

	Yes	No
1. Do you know the general purpose of the ignition compensator in automobiles? .....	—	—
2. Do you relate instances of wise comebacks you have used to win arguments? .....	—	—



	Yes	No
3. Do you sometimes tell others about the things you are going to buy, even though it will be some time before you will buy them? .....	—	—
4. When telling friends about your purchases, do you like to state the price a little higher than it was? .....	—	—
5. Do you always tell people exactly what you think about their choice of clothes, their judgment in secondhand cars, the conduct of their children, etc.? .....	—	—
6. Do you sometimes give the impression that you have had more schooling than you really have?		
7. In relating an argument you had, do you like to dress up the account to show up your advantage?	—	—
8. Do you tell people you are too busy, or have a headache, or something of the sort, to get out of doing something you simply do not want to do?	—	—
9. Were you better than average in school? .....	—	—
10. Are you able to outsmart a traffic policeman who is calling you down? .....	—	—
11. Do you have some memory of May Irwin's song, "It's Over All"? .....	—	—
12. Do you have some idea why Cleopatra murdered Mark Antony? .....	—	—
13. Do you think you remember events better than most people? .....	—	—
14. Do you know why one's ears burn when someone is talking about one? .....	—	—
15. Do you believe you are quicker than most people to catch a joke? .....	—	—
16. Do you know how study develops a high forehead? .....	—	—
17. Can you outrun most people of your age and weight? .....	—	—
18. Do you know why Shakespeare wrote the play "Much in Little"? .....	—	—

	Yes	No
19. Do you carry more money in your pocket than most people who are in the same work? .....	—	—
20. Do you understand in general what the reciprocal tariff means to world nations? .....	—	—
Total number of "Yes" answers .....	—	

It seemed best not to mention until all the questions had been answered that this list is designed to reveal the all-too-human tendency to exaggerate. Some call it lying. The "Yes" answer shows such a tendency in most instances. The average business or professional man has seven "Yes" answers.

### Timidity

	Yes	No
1. Do others usually get on a bus or car ahead of you? .....	—	—
2. Do you usually try to say things others will agree with? .....	—	—
3. When someone pushes in ahead of you in a line, do you keep your feelings to yourself? .....	—	—
4. Do you secretly envy bossy people? .....	—	—
5. When silverware is dirty, do you wipe it with your own napkin rather than call it to the attention of others? .....	—	—
6. Have you bought many things you did not want? .....	—	—
7. Do you like to have others plan your work and parties? .....	—	—
8. Do you change your opinions when you notice they offend others? .....	—	—
9. Do you let other people start the conversation? .....	—	—
10. Do you wish your voice were firmer? .....	—	—
Total number of "Yes" answers .....	—	

Inclinations toward meekness are shown by the "Yes" answers. The average grownup has four checks in the "Yes" col-

umn. Everybody, almost, has a touch of meekness, but very few have as many as seven "Yes" marks.

Meek folk do not usually get so much recognition as they deserve. Meek people, however, are likely to have more friends than aggressive persons.

Meek people are usually intelligent; it takes brains to be aware of one's own limitations.

People with many "Yes" answers on this test need to look out for their own interests better than they have in the past.

### How hygienically do you live?

	Yes	No
1. Do you wash your hands before eating? .....	—	—
2. Do you have a complete medical examination once a year? .....	—	—
3. Do you have the dentist check and clean your teeth once a year? .....	—	—
4. Do you go to bed when you have a cold? .....	—	—
5. Do you go to bed when you have a fever? .....	—	—
6. Do you stay away from crowds during cold and flu epidemics? .....	—	—
7. Do you never use patent medicines? .....	—	—
8. Do you drink at least a pint of milk each day? ..	—	—
9. Do you get at least eight hours sleep (including naps) daily? .....	—	—
10. Do you get some outdoor exercise every day? ..	—	—
11. Do you have a window open while you sleep? ..	—	—
12. Do you wear rubbers in wet weather? .....	—	—
13. Do you sit and stand tall, with stomach drawn in, head high? .....	—	—
14. Do you have regular bowels? .....	—	—
15. Do you eat at regular times? .....	—	—
16. Do you eat what is good for you rather than what you like? .....	—	—
17. Are you cheerful at mealtime? .....	—	—

	Yes	No
18. Do you keep your fear and anger under control all the time? .....	—	—
19. Have you been vaccinated in the last five years? .....	—	—
20. Are you very moderate in smoking and drinking? .....	—	—
Total number of "Yes" answers.....	—	—

The ideal answers are "Yes." People with twenty "Yes" answers should live a long time, if they are cautious when crossing the street. The average person has only ten answered "Yes." One person in a hundred has more than fifteen answered "Yes." This is not a test of what you know, but of what you do. Most of us know better than to do some of the things we do.

### Stamina

	Yes	No
1. Are you bothered by spells of dizziness? .....	—	—
2. Is it hard for you to get rid of a cold? .....	—	—
3. Should you weigh more? .....	—	—
4. Has your health been permanently injured by some illness? .....	—	—
5. Are you tired when you get up mornings? .....	—	—
6. Do you have clogged nostrils or throat? .....	—	—
7. Do you go to a doctor frequently? .....	—	—
8. Do shooting pains go through your head frequently? .....	—	—
9. Are you tired most of the time? .....	—	—
10. Have you had some illness that still lingers? .....	—	—
11. Do you have spells of indigestion? .....	—	—
12. Do you frequently have no appetite at mealtimes? .....	—	—
13. Does tonsilitis or other throat trouble bother you? .....	—	—
14. Do you have to watch your health pretty closely? .....	—	—
15. Are you frequently sick to your stomach or have diarrhea? .....	—	—
16. Do you catch colds easily? .....	—	—

	Yes	No
17. Do you have much constipation? .....	—	—
18. Does anemia bother you once in a while? .....	—	—
19. Do you have asthma or hay fever frequently? ..	—	—
20. Have your heart, kidneys, or lungs bothered you?	—	—
21. Has your blood pressure been off? .....	—	—
22. Do you sometimes have trouble with boils, pimples, skin eruptions, or athlete's foot? .....	—	—
23. Have you had scarlet fever or diphtheria? .....	—	—
24. In the last ten years have you been sick quite a few times? .....	—	—
25. Are you bothered by many headaches? .....	—	—
26. Do you have attacks of influenza? .....	—	—
27. Is it hard for you to get to sleep at times, even in a quiet room? .....	—	—
28. Do you have a large number of colds? .....	—	—
29. Are you usually pretty tired at the end of the day?	—	—
30. Have you had a major surgical operation? .....	—	—
31. Has your weight gone down much lately? .....	—	—
32. Have you ever been severely banged up in an accident? .....	—	—
Total number of "Yes" answers.....	—	

Your health has been average if you answered six or seven of these questions "Yes." If you had only a couple "Yes" answers, your health adjustment is excellent. But if you had ten or more "Yes" answers, it is unsatisfactory, and means (1) you are naturally frail and sickly, or (2) you have had a lot of bad luck, or (3) you are inclined to be neurasthenic and enjoy poor health. People with many "Yes" answers usually fall into the third class; have your physician examine you and tell you honestly what he finds.

**Do you know how to study?**

Yes    No

*Seeing*

- |  |     |     |
|--|-----|-----|
| 1. Is your table or chair placed so that you do <i>not</i> look out the window when reading? ..... | --- | --- |
| 2. Do you have a physician examine your eyes every six months? .....                               | --- | --- |
| 3. Does your room have light-colored walls? .....  | --- | --- |
| 4. Do you have lights on at two separate places in the room when studying? .....                   | --- | --- |
| 5. Do all your lights have cloth, parchment, or white glass shades? .....                          | --- | --- |
| 6. Is your principal study lamp an I. E. S. type? ..   | --- | --- |
| 7. Are you unable to see the light bulbs whether sitting or standing? .....                        | --- | --- |
| 8. Do you throw out your bulbs as soon as they become slightly blackened? .....                    | --- | --- |
| 9. Do you have at least 3 watts of bulb power per square foot in your study room? .....            | --- | --- |

*Remembering*

- |  |     |     |
|--|-----|-----|
| 1. Do you <i>try to remember</i> lectures, reading, etc.?  | --- | --- |
| 2. Do you try to <i>think of the relation</i> of new material to that you already remember? .....  | --- | --- |
| 3. Do you spend at least half of your study time <i>repeating aloud</i> the important facts? ..... | --- | --- |
| 4. Do you close your eyes and imagine the facts in your mind's eye? .....                          | --- | --- |
| 5. Do you repeat the important facts to yourself within a day after first getting them? .....      | --- | --- |
| 6. Do you try to make believe that every lecture, each reading, will be interesting? .....         | --- | --- |

*Studying*

- |   |     |     |
|---|-----|-----|
| 1. Do you have one table and one chair solely for study and nothing else? ..... | --- | --- |
| 2. Do you always study at the same hours? .....                                 | --- | --- |

	Yes	No
3. Do you always start studying without fiddling around when the time approaches? .....	—	—
4. Do you always skim the assignment through first? .....	—	—
5. Do you underline the significant parts of each page? .....	—	—
6. Do you review these underlinings just after the assignment is finished? .....	—	—
7. Do you scan these underlinings just before the class assembles? .....	—	—
8. Do you review the underlinings about one week later? .....	—	—
9. Do you push your eyes to read rapidly? .....	—	—
10. Do you read to get the meanings, the sense? ....	—	—
11. Do you keep your lips and tongue from moving as you read? .....	—	—
12. Do you stop to repeat aloud the technical words, formulas, important facts? .....	—	—
13. Do you make reading notes in outline only? ....	—	—
14. Do you space reading notes far apart and allow extra-wide margins? .....	—	—
15. Do you review your reading notes after the class discussion and make additions and revisions? ...	—	—
16. Do you sit erect in a straight-backed chair when studying? .....	—	—
17. Do you think about what you are studying as you study? .....	—	—
18. Do you have a special period of not more than 13½ minutes each day in which you get all of your daydreaming and woolgathering finished? .	—	—
19. Do you study for at least 50 minutes continuously at one sitting? .....	—	—

### *Absorbing*

1. At the start of each lecture do you try to make believe it will be interesting? .....	—	—
2. Do you sit erect, follow the lecture alertly? ....	—	—
3. Do you take lecture or seminar notes in outline? .....	—	—

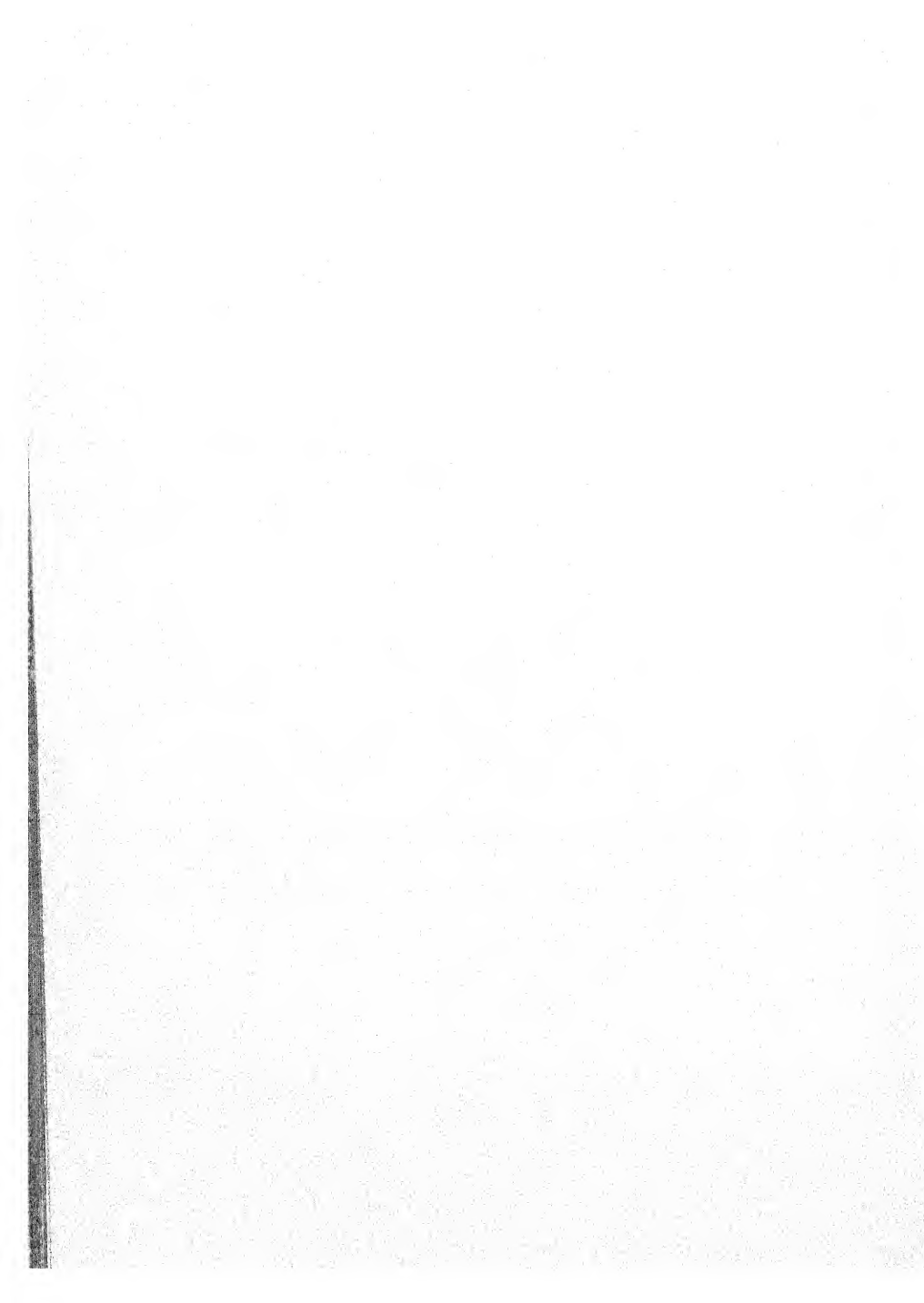
	Yes	No
4. Do you allow wide spaces, wide margins? . . . . .	—	—
5. Before the next meeting, do you work over these notes and add and revise? . . . . .	—	—
6. Do you talk over significant parts of the lecture with other students on the way from the meeting? . . . . .	—	—
7. During the week following, do you work over the notes and underline? . . . . .	—	—

*Examining*

1. Do you go to bed earlier than usual before exams? . . . . .	—	—
2. Do you review and talk aloud to yourself from your outline notes for an hour or two before going to bed? (This is less work than making a crib!) . . . . .	—	—
3. Do you treat yourself to a good breakfast, with tea or coffee, on exam mornings? (You can't digest it with a crib on your conscience!) . . . . .	—	—
4. Do you scan your outline notes nonchalantly before going to the exam? (You can't be nonchalant with a crib to worry over!) . . . . .	—	—
5. Do you relax, kid, laugh on the way to the exam? (You can't with a crib on your mind.) . . . . .	—	—
6. Do you read all questions before starting to answer any? . . . . .	—	—
7. Do you first outline your answers? . . . . .	—	—
8. Do you write rapidly at exams? . . . . .	—	—
9. Do you read the paper over and make corrections and additions before handing it in? . . . . .	—	—
10. When one question puzzles you, do you start an outline of it, then turn to the other questions and add to the perplexing one from time to time? . . . . .	—	—

Each "No" answer reveals a bad habit, or the absence of the right habit. The job is to alter methods so that each answer is "Yes!"



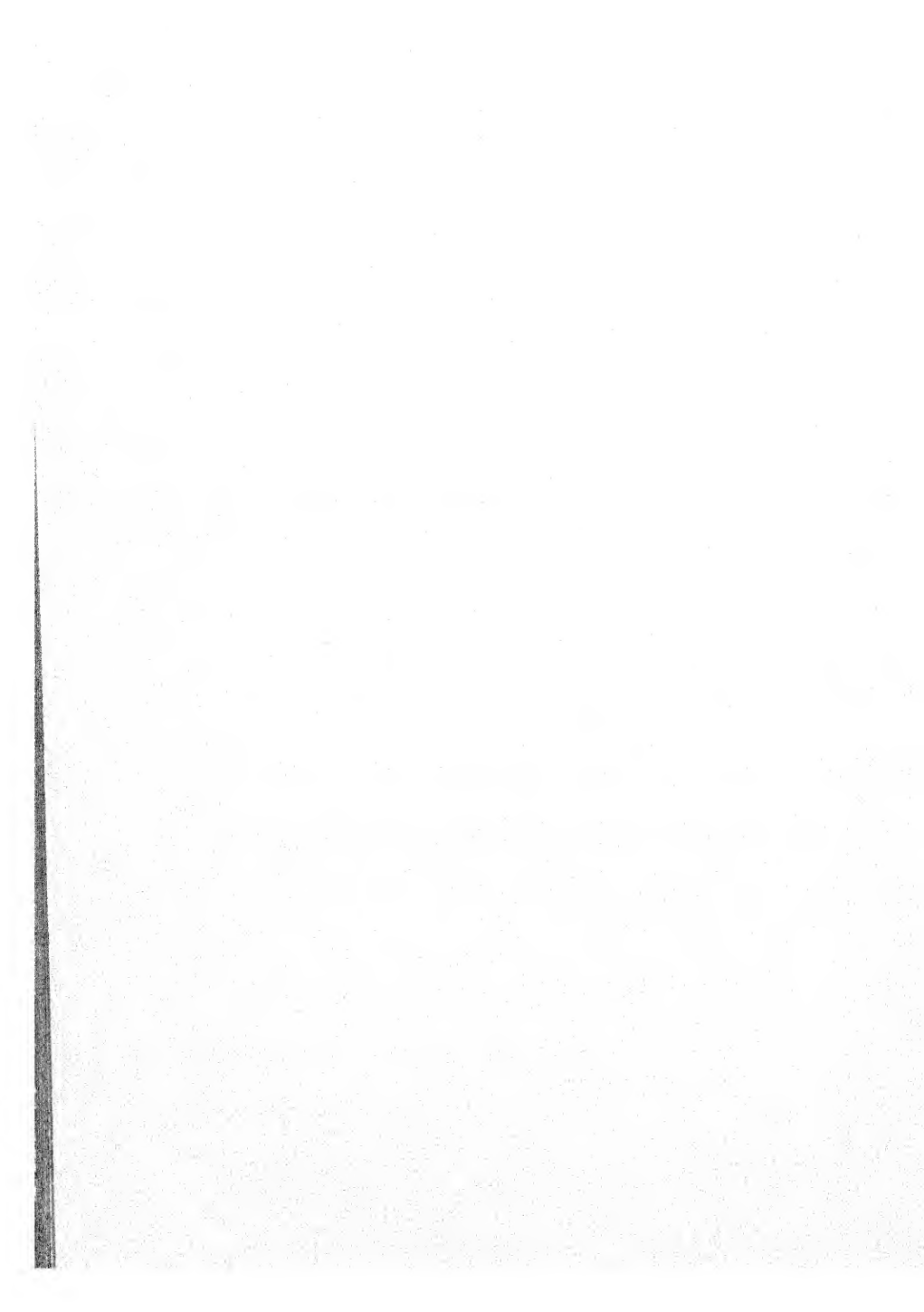


RULES FOR

# *Self-Management*

by DR. DONALD A. LAIRD

1. Make yourself do the things that count.
2. Say "No!" to yourself for the things that handicap—and mean it.
3. Never give yourself an alibi.
4. Don't blame others.
5. Be honest with yourself.
6. Don't be a slave to your whims.
7. Let others know the goals for which you are striving.
8. Be firmest with yourself.
9. Live on present income, not future expectations.
10. Give more attention to bossing yourself than to bossing others.



*Mental health*

Jean Dunant witnessed the battle of Solferino. As he saw the wounded scattered around the battlefield he resolved that something must be done. If no one else would do it, he would. He wrote pamphlets and distributed them at his own expense. He talked with prominent people, gave lectures to promote his idea.

That idea was the International Red Cross. By the time he was forty he had its organization under way, but he made himself bankrupt.

Then trouble appeared. Dunant became suspicious of people, secretive. He would not cooperate. Another man was placed in charge of the International Red Cross; another man was given the direction of the wonderful organization he had promoted.

Meantime Dunant was getting worse. Something was wrong inside his head. His mistrust of people increased. He began to imagine that enemies were pursuing him. He stayed in out-of-the-way places and always locked the doors, even in bright daylight. Sometimes he would slip out surreptitiously to fill his pockets with shiny white pebbles.

For eighteen years he was lost to his friends. He was living in a county almshouse, a pathetic mentally diseased man. Finally his friends ferreted him out, to give him the first Nobel peace prize. It was awarded in recognition of the organization he had started. What a pity that mental disease had kept him from carrying on his great work, his friends said.

Dunant had persecutory paranoia, ingrown suspiciousness and mistrust of others.

About one person in ten is halted in his advancement by a

mental breakdown. Many are in the midst of breakdowns without anyone's realizing it.

One of the main causes for draft rejection in the Second World War was mental ill-health.

At least eight million Americans are known to need improved mental health.

And even the best of us can add to our mental health.

Poor mental health is usually a handicapping personality characteristic that has been growing worse for years. Minds are not suddenly lost, as the result of a fright, or drug, or the influence of the moon. When the wrong personality traits become too ingrown, then trouble starts.

When we encourage helpful traits and keep handicapping ones under control, mental health is increased, but if we let nature take its course, the wrong traits may develop with the years. We need to give our personalities a balanced diet, to give them lots of the things that help and cut down those that handicap.

Roscoe, for instance, had always been a dreamer. He liked to be by himself and "think." He "thought" so much in high school that he almost didn't graduate. After graduation he did not go to work, although the family needed his help. Roscoe lolled around home, daydreaming about the great philosophical book he was going to write. He daydreamed about all the luxuries he would buy with the money earned by his dream book.

His doting mother thought he must be a genius and expected him to begin his great book any day. However, she did not expect him to buy her a fur coat first and was flabbergasted the morning he invited her down town to choose the best coat in the shops. She wondered if he had found some money or was in some racket, but when he told her about the mountain estate he was building she talked with the minister about his condition.

Poor Roscoe's daydreams got the best of him. Daydreams often do, day by day becoming more vivid, more comforting. At last Roscoe believed them. His mother, presuming that she

was nourishing genius, had encouraged these dreams from his childhood. That is a poor thing for mental health.

Daydreams are the stuff from which inventions are made, but only when the imaginings are kept practical and within bounds. When they are allowed to run wild, a sick mind is likely to result.

Plan, think ahead, and imagine as much as you wish, but starve those daydreams that are indulged in for the pleasure of daydreaming.

*Keep your daydreams down to earth, your imagination practical.*

As a young girl, Gertrude had always been petulant when her will was crossed. Her mother thought it was good for the girl to have a mind of her own. At school Gertrude tried to run the games and made up rules in her favor. Other children were afraid not to play with her, for Gertrude would twist their arms painfully if they refused to play.

Gertrude had good looks but no boy friends, and she never married. Perhaps her bossy disposition or the stern expression around her mouth kept the swains away. She had worked at several unskilled office jobs but never held one long. She always found so many things to criticize and was so disagreeable that no firm could stand her.

After her father's death she lived on with her mother and spent most of her time feuding with the neighbors. She went out at night and scattered coal ashes over one neighbor's garden. She coaxed another's pet cat into the house and drowned it.

Her hostility was steadily growing worse, but her aging mother was so used to it that it didn't bother her.

One evening, during a thunderstorm, Gertrude appeared at a neighbor's kitchen door, dripping wet, her complexion like an omelet. She had the same firm expression around her mouth that her playmates had known too well when she twisted their arms.

"I want your iodine bottle," Gertrude told the startled neighbor.

"Did your mother hurt herself?" the neighbor inquired.

Gertrude gave a sardonic smile. "Not yet, but soon," she said.

The suspicious neighbor told the police, who found that hostile Gertrude had planned to kill her mother by putting iodine in a blueberry pie. Why? Not to get any wealth or because her mother had injured her feelings. Gertrude's lifelong hostility toward people in general, and especially toward the one with whom she lived, had reached the bursting point.

Hostility, like daydreaming, is one of the personality characteristics that needs to be kept in proper balance. A small amount of hostility is a useful thing; too much is dangerous.

A touch of hostility makes people work well to excel others. It is the backbone of competition. But it may become an ingrowing characteristic that increases and causes catastrophes if it is not held in check.

*Substitute consideration of others for hostility.*

Sixteen-year-old Mabel let a sailor kiss her. She had always been an unusually conscientious girl who never reached a decision until she considered what was the right and the wrong thing to do. Her parents had been proud of her uprightness.

The innocent kiss preyed on her until, in her mind, it became the unpardonable sin. Then she got the notion that, as a consequence of her unpardonable sin, she was going to have a baby.

How could a girl get such a silly idea in these days, you ask. She didn't get the idea—the idea got her. Ideas have a way of getting those people who make conscience control every little thing they do. Mabel's mental health was wrecked on her super-sensitive conscience. If it hadn't been the sailor's kiss it would have been something else, for she was really looking for trouble. She was a good girl in the worst meaning of the term.

Many people who take a long time to make up their minds may be giving too much consideration to the right and wrong of the thing to be healthy. Downright sinners, strangely enough,

seldom let their consciences get the best of them. It is not the sins a person has committed but the thinking about them that gives mental health a jolt.

*Be conscientious but don't make moral mountains out of molehills.*

Old Peter lives in a decaying house, with a collection of mongrel dogs for companions. He is the last member of an important local family. At one time he owned a factory and was a bank director. Now he is poor and friendless, looking like a man who would rob a church. Old Peter has been mentally sick for many years, but most people don't realize it. They say he is just a mean old cuss.

His sickness goes back to his childhood. As a lad he liked to tattle about other boys' mischief. He tattled because he thought the pranks were aimed at him. He told his father that other boys were picking on him, and his father complained to their parents. If, instead, his father had only laid low Peter's suspicious feelings at their outset!

Young Peter continued to imagine others were picking on him. He became suspicious of everyone, especially men. His suspicion helped his factory and the bank, since nothing was slipped over on him. As his suspicion increased with the years, however, it became impossible for anyone to do business with him. That is why he lost his property.

Then he started lawsuits. For the last thirty years he has brought one lawsuit after another. They always arise from his suspicion that someone is taking advantage of him. He has never won a decision, and most attorneys will not handle his cases, so he files them himself.

Someone *has* been taking advantage of him for years—Peter himself. He fed his streak of suspicion when it should have been starved.

"I'd rather get cheated now and then than distrust every-



body," Theodore N. Vail, founder of the American Telephone and Telegraph Company, said many times.

*Trust others; blame neither them, nor luck, nor yourself.*

Lucille's father was a shiftless bum, with a bad reputation among small girls. Her mother took in men boarders to support the family; she carried on quite a bit with some of them, too. Roly-poly Lucille always dreaded to go home from school, but she tried to make the best of the situation.

As soon as she finished her business course she went to work in an office. She thought the office and people were grand. She secretly fell in love with one of the executives, but he knew nothing about it.

One day she overheard some of the girls talking about the executive's forthcoming marriage. A cloud seemed to come over Lucille's mind. She could no longer keep her thoughts on her work. She made many errors and would sit for long periods blankly gazing at her desk, lost to the world. She let her personal appearance decline and started to look fat instead of roly-poly.

Someone told the personnel director that Lucille would sometimes sit and giggle to herself; then she would cry. "I don't think she knows what she is doing half of the time," he was told.

He had the nurse talk to Lucille, but it took several visits before Lucille felt like talking. Lucille poured out her story, tearfully at first, then with dry-eyed earnestness. She told how she had been ashamed of her parents for years and about how foolish she had been to imagine the handsome executive would marry her.

"Why do all these things have to happen to *me*?" Lucille exclaimed. "Why don't others have these troubles!"

"Other people often seem free of trials," the nurse told her, "until we know about them. For instance, I wish I had your parents. You see, I was raised in an orphanage and, so far as I know, I have no blood relative in the world."

The nurse showed Lucille a worn photograph of a young man, in an army doctor's uniform.

"I was engaged to him when he was an intern," she continued. "He has been reported missing since the Solomon Islands campaign."

And so Lucille discovered that others have just as bothersome problems as her own, that it was important for one to put one's troubles in the right perspective. Talking them over with someone helped her straighten out her attitudes. The cloud lifted after this talking cure.

Complaining about our troubles just to get sympathy or for the joy of reciting troubles weakens mental health, but when we keep secret those things that really disturb us, we weaken our mental health. What to do?

*Talk your troubles over confidentially with someone who is older, who has had more experience, and in whom you have confidence. Talk them over with one person; don't broadcast.*

And don't imagine your troubles are worse than others!

Check the impulse to tell everybody about your troubles and pains—you'll only give them an earache.

A successful Chicago businessman thought that he had more troubles than anyone could bear, so he called on a psychiatrist. The specialist took the man to visit crowded slums, where he saw people who had much more trouble than he had ever dreamed possible. The psychiatrist was not trying to convince the man of his own good fortune. He wanted the man to think more about others and less about himself.

"You have always been seeking after things for yourself," the psychiatrist told him. "You need to do something for others; that is your best medicine."

The man took a wretched family under his wing, found work for the father and older boys, bought fresh vegetables and milk, arranged an operation for the crippled daughter.

He forgot his own imagined troubles as he devoted himself to helping a family that had troubles galore. Though it was late

in life, he began to develop some ideals for the first time. He had been in love with himself and the piles of money he was making; now he realized that there were human values worth more than economic values. A new man, he was no longer haunted by the specter of a mental breakdown. These three maxims for better mental health brought the change for him:

1. Do something, and keep on doing things, for those who are less fortunate.
2. Develop a wholesome set of ideals, a worth-while philosophy of life.
3. Love something living besides yourself.

Many people have found a new grip on life and better mental health by one or more of these suggestions.

Which suggestion is the most important? That all depends upon the individual, and you will have to analyze yourself to decide.

Each axiom is important and should be used. Emphasize one or two more than the others, perhaps, but make habits of all ten.

You can have better mental health!

After public lectures on mental health we are asked some everyday questions. Here are transcripts of some of these questions and their answers.

*I imagine the average person is not likely to lose his mind.* The chances favor the average person, but the chances are not so good as most imagine. One person in ten has an attack of mental disorder during his life. About half of these do not go to mental hospitals for care and treatment. People who have to take long vacations from time to time, who take long layoffs from their work often do so because of some mental breakdown from which they recover spontaneously. In addition, many people who are difficult to live with are that way because of a mild mental disorder. There would be much less trouble in the world if more people realized the part that unrecognized mental sickness plays in human difficulties.

*I have heard that a wave of insanity is sweeping across the country. Is this so?* I have heard this, too. Recently a college president told me, in all seriousness, that the increase in mental disorder in his state showed that everyone would be out of his head in seventy-five years. He was completely wrong. There is no real increase in mental disorder. We have more people in mental hospitals, but this is due to two facts: (1) More people realize that the disordered should be in special hospitals, not at home. (2) We have a growing proportion of old folks in the population, and they are more susceptible to breakdowns. The country is no crazier than it has ever been. As a matter of fact, there should be less severe mental disorders than in the past, for science has learned much about the prevention and cure of mental ailments. Human nature is the bottleneck: not enough people consult specialists at the first signs of peculiarities. More people should go to more experts, and earlier.

*Then a mental breakdown can actually be prevented?* Many of them can. Only a quarter of a century ago very few physicians had any training in mental diseases. Today, almost all the recent medical college graduates have courses and clinical practice in the treatment and prevention of breakdowns. We need still more specialists; there are only about seven thousand mental experts in the United States.

*Can a person cure himself secretly?* Many have tried, only to find out too late that it can seldom be done. To conceal queer feelings or troublesome ideas is not treatment, and that is about all the average person can do without expert assistance.

*Will a severe fright bring on insanity?* No. Some people who are losing their minds are easily and abnormally frightened, but the fright is a symptom of mental disorder, not a cause.

*But worries will bring on a breakdown, won't they?* The worry is a symptom, not a cause. Some forms of mental disorder are ushered in by long spells of worrying, and worry

*They had insane ancestry—but made  
themselves famous*

Hans Christian Andersen, author. His father and grandfather were insane; his mother died of delirium tremens.

Sir Francis Bacon, intellectual leader of Queen Elizabeth's reign. His mother was out of her head.

Henry Ward Beecher, famous preacher, in the Hall of Fame. His brother James was out of his head for twenty years; his sister Harriett Beecher Stowe was mentally irresponsible in her last years.

Edwin Booth, the actor. His father had recurrent mental disorder for many years.

Charlotte Brontë, authoress, had many relatives "touched in the head." Her brother, insane for many years, died standing up.

Jim Fisk, colorful self-made millionaire. His father was many years in an asylum at Brattleboro, Vt.

Goethe, the German poet. His sister Cornelia lost her mind in her early thirties and had a complete mental collapse.

Justice Oliver Wendell Holmes, of the Supreme Court. His mother became insane and talked with relatives long dead.

Victor Hugo, giant of French literature. His brother Eugene went stark mad at Victor's wedding, tried to kill him with

an ax, and was confined in an asylum at Charenton. His son Charles saw lights and heard voices and hid in bed with his head under the covers to elude imaginary enemies. Victor's daughter Adele had melancholic insanity.

John Kepler, astronomer who discovered the three laws of planetary motion. Both his parents were unhinged.

Abraham Lincoln, Civil War President. His mother, born out of wedlock, had a melancholic mental affliction.

Robert Lincoln, President's son and president of the Pullman Co. His mother was under mental treatment for seven years.

James Russell Lowell, American poet. His mother became insane when he was twenty-three, and later his older sister, Rebecca, lost her mind. His father was irrational in his old age.

Michelangelo, artist. His father had paranoid delusions of persecution.

Joseph Pulitzer, immigrant who became a millionaire publisher. His brother Albert was confined in many mental hospitals, took his own life in Vienna.

Catherine Sedgwick, first woman novelist of distinction in America. Her mother was in a mental hospital.

Ella Wheeler Wilcox, popular writer and poet. Her father, with a mania for building fires, was cared for in mental hospitals, no longer knew his daughter.

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should be taken seriously for that reason. Everyday worry, however, does not weaken nerves or bring on mental breaks. Don't worry about a little worry, but chronic worry or too much worry over little things is a sign that things are already slipping.

*I heard of a boy who fell on his head and became crazy later.* Probably every person who becomes deranged has had a severe blow on the head at some time. Who hasn't? Mental breakdowns do not come from blows on the head; they come from attitudes and emotions and experiences of a mental sort. People like to attribute a breakdown to some accident like falling on the head, however, for they believe that bad heredity causes the trouble, and the accident makes a plausible story to cover up their sensitivity to possible bad ancestry.

*But doesn't bad heredity precipitate insanity?* It has very little to do with a mental breakdown. Only one form of insanity is definitely known to be inherited; this is Huntington's chorea, a rare variety that affects only men. Practically every family in the country has some insane ancestry. Give me bad heredity and a loving parent any time in preference to good heredity and an indifferent parent. Insanity is not born in people; they get that way.

*Is hypnotism a malicious force that can make people lose their reason?* There are many people of foreign extraction who have the superstition that a mental breakdown can be caused by some evil influence. Neither hypnotism nor any other kind of witchcraft can bring on a derangement, though insane folk sometimes claim that their trouble comes from some such evil influence.

*What can be done about these sane people who have been railroaded into asylums?* The best thing to do is to forget about it, for there are practically no such instances. Of course, many people who are seriously out of their heads, and in mental hospitals, have the erratic idea they are sound as nuts and were

put in hospitals so scheming relatives could get their money. Every once in a while a lawyer takes this delusion seriously and starts a sensational lawsuit. Actually there is no need to worry that sane people are kept in asylums in this day and age.

*Isn't insanity a hopeless condition?* I have seen many people who were considered hopeless by tearful relatives, who are now living happy, normal lives with their families after a few months' treatment in a modern mental hospital. Insanity is like puppy love—some get over it, some don't. Each year our mental hospitals release about eighteen thousand patients as cured. In addition about thirteen thousand others are discharged as improved and on the road to recovery. When expert attention is obtained at the first signs of peculiarities the chances for a cure are better.

*How do the specialists repair the brain damage?* They don't, for the simple reason that there is seldom any brain damage. Breakdowns come because ideas get out of control. They are not due to brain fag or nerve exhaustion. In a few varieties of insanity there is brain damage, and it is seldom repaired. Examples are Korsakoff's psychosis—which John Barrymore had—caused by alcohol and paresis—reputed to have afflicted Mussolini—caused by syphilitic infections of the brain. In most breakdowns, however, the brain is healthy enough, but ideas and emotions are out of bounds.

*Doesn't it seem that queer religions drive people crazy?* It does seem that way at times, but this is because the bizarre cults attract people who are already slipping mentally. The cults may help some stay sane but touch off the craziness in others.

*Just how does overwork cause insanity?* It doesn't. Lack of work is more likely to bring on a breakdown. An intense period of overwork, however, is often one of the first signs that a breakdown has started. The overwork is a symptom, not a cause.



*They recovered from mental breakdowns—and  
did important work after recovery*

Horatio Alger, Jr., minister who started writing inspiring stories for boys at thirty-four. In middle life he had a breakdown, was confined to an asylum in France. After recovery he wrote "Adrift in New York."

Auguste Comte, French mathematician and philosopher, tried to kill his wife and himself, was in a mental hospital for two years. After recovery wrote his famous positivist philosophy.

Alexander Cruden, confined in Aberdeen mental hospital, later at Bethnal Green, from which he escaped with a leg of the bed still chained to him. Wrote his famous Bible concordance during lucid intervals after his escape.

George Du Maurier, cartoonist for *Punch*, who went through secret mental depressions after which he wrote the famous thriller "Trilby."

Herman Melville had a breakdown after writing "Moby Dick." After his recovery he wrote many stories and poems.

John Stuart Mill, child prodigy, was in an asylum for a couple of years in his early twenties. His famous work was started after his recovery.

Sir Walter Scott, Scottish author, had a mental breakdown in middle life, wrote "Robert of Paris" afterward.

William Wordsworth had a mental breakdown at twenty-five, wrote his best poems after his recovery.

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*If one lives to fifty, isn't he fairly immune to insanity?* The chances of breakdowns at fifty are about one in twenty-five. A man is more likely to have a breakdown than a woman.

*Wouldn't education on sex abuses lessen insanity?* Not much. The peculiar or promiscuous sex behavior of people who have breakdowns are symptoms, not causes. When a breakdown is impending people will sometimes start scandalous goings on, but that is a sign that they are already a bit off base, not the cause.

*Marriage wouldn't help prevent insanity, then?* That is something different. Married people have the least chances of breakdowns, widowed a little more, divorced a little more, and bachelors and old maids the best chances. Marriage may not prevent a breakdown, but people with good mental health get married, while those with some slight troubles either do not get married or cannot stay married. A hasty marriage is no cure for incipient mental troubles but may actually bring on a breakdown.

*If we prohibited alcohol would it decrease insanity?* A small percentage of mental disorder is caused by alcohol, but most heavy drinkers were mentally sick people before they started drinking—that is why they became excessive. The alcohol merely makes a bad condition worse, and unfortunately prohibition would not relieve these bad conditions in the mind of the person before he becomes a drinker.

*Does the monotony of country life drive farmers insane?* The monotony depends on the individual, not on where he lives. The records show that there is a little less insanity in the country than in the city.

### Conscience

	Yes	No
1. Are there days when you feel downcast? . . . . .	—	—
2. Are you often ill at ease around people? . . . . .	—	—
3. Do you often feel tired without work to cause it? . . . . .	—	—

	Yes	No
4. Does your boss make you feel self-conscious? . .	—	—
5. Do you think about possible misfortunes? . . . . .	—	—
6. Do you think a great deal about the past or future?	—	—
7. Are your feelings easily hurt? . . . . .	—	—
8. Do you sometimes think people are talking about you? . . . . .	—	—
9. Is it difficult for you to go to sleep at night? . .	—	—
10. Do you try to avoid meeting some people you know? . . . . .	—	—
11. Do you think over your failures for a long time?	—	—
12. Are you pessimistic about the future? . . . . .	—	—
13. Do people seem to misunderstand what you say?	—	—
14. Is it difficult for you to relax? . . . . .	—	—
15. Is it hard to forget your disappointments? . . . . .	—	—
Total number of "Yes" answers. . . . .	—	—

Good if from 0 to 3 "Yes."

Average if from 4 to 7 "Yes."

Poor if from 8 to 15 "Yes."

A troubled conscience is probably the most prevalent cause of personality troubles. Sometimes the conscience is heavily laden from thinking evil, not necessarily from having done evil. Quite often it is upset for life when youngsters have been frightened by severe religious teachings that they misinterpreted as children. The unfavorable results of unconscious feelings of guilt on personality are caused by an unconscious attempt to do penance for imagined transgressions.

People who can wipe the slate clean and make a fresh start can get rid of much of this handicap to personality health.

### Philosophizing

	Yes	No
1. Do you often wonder why people act the way they do? . . . . .	—	✓
2. Do you like to daydream? . . . . .	✓	—

	Yes	No
3. Do you like to analyze your own reactions?...	—	—
4. Do you think over things while going to sleep?	—	—
5. Are you serious rather than carefree?.....	—	—
6. Are you more interested in intellectual things than in athletics?.....	—	—
7. Do you like careful, painstaking work?.....	—	—
8. Would you like to speak in public?.....	—	—
9. Do you take life pretty seriously?.....	—	—
10. Do you like to think over your past?.....	—	—
11. Are you inclined to be serious about your work?	—	—
12. Do you dislike attending social affairs?.....	—	—
13. Do you like to talk over serious problems with others?.....	—	—
14. Are you less easily upset than others are?.....	—	—
15. Do noisy people annoy you?.....	—	—

Total number of "Yes" answers..... —

0 to 6 "Yes" is good.

7 to 11 "Yes" is average.

12 to 15 "Yes" is poor.

People with many "Yes" answers incline toward daydreaming. They waste a great deal of time or they are great inventors, scientists, and philosophers. They may be doing too much thinking—or worrying—to get things done. Men of action have few "Yes" answers; their philosophizing tendencies, or the lack of them, do not handicap them in accomplishing things, although they may often accomplish the wrong things. The ideal is a good balance between thinking things over and getting into action. For good mental health, too much philosophizing should be avoided.

### Anxiety

	Yes	No
<i>Do you worry about</i>		
1. Getting a cancer?.....	—	—
2. An elevator falling with you in it?.....	—	—

	Yes	No
3. Intruders prowling around your house? .....	—	—
4. Punishment after death? .....	—	—
5. Taking poison instead of medicine? .....	—	—
6. Losing your job? .....	—	—
7. Snakes? .....	—	—
8. Gypsies? .....	—	—
9. Committing a crime accidentally? .....	—	—
10. Losing a close friend or relative? .....	—	—
11. Eating contaminated food? .....	—	—
12. Losing your mind? .....	—	—
13. Dying before your time? .....	—	—
14. Friends believing rumors about you? .....	—	—
15. Others knowing your secret weaknesses? .....	—	—

Total number of "Yes" answers..... —

Good if 0 to 5 "Yes."

Average if 6 to 10 "Yes."

Poor if 11 to 15 "Yes."

Women make slightly higher (that is, worse) scores to these questions than men. These worries are largely due to "free-floating" anxiety, which is directed first to one thing, then to another. People with high—or poor scores—are likely to be conscientious to a fault and also to be miserable and inefficient workers. They can usually make life miserable for those around them, too. These people must learn to avoid excess emotional expressions toward everyday things. It is difficult for them to change much, however, until the mental conflicts that cause the anxiety are resolved.

### Nervousness

	Yes	No
1. Do you worry more than other people? .....	—	—
2. Do you blink your eyes or tug at your ears? ....	—	—
3. Is it difficult for you to relax? .....	—	—
4. Do children annoy you? .....	—	—

	Yes	No
5. Are you upset for a long while after an accident or close shave? .....	—	—
6. Do noises—rattles, slams, squeaks—get on your nerves? .....	—	—
7. Do you bite fingernails or chew pencils? .....	—	—
8. Is your sleep poor? .....	—	—
9. Do you get rattled easily? .....	—	—
10. Would you have stage fright in front of an audience? .....	—	—
11. Do some of your muscles jerk unexpectedly at times? .....	—	—
12. Do you get excited and shout easily? .....	—	—
13. Do you have some strong pet hates? .....	—	—
14. Are you very afraid of some commonplace things? .....	—	—
15. Is it difficult to work when others are talking around you? .....	—	—
Total number of "Yes" answers.....	—	—

The average person answers five questions "Yes." If you have twelve or more "Yes" answers, you are definitely a bundle of nerves. A high score may come from temporary fatigue, some real worry, or something that has punctured your self-esteem. You may have a nervous temperament, in which case the answers will likely be high for years to come. Many people who have high scores get lower scores a month later, while with others it is reversed, depending partly upon how life is treating them and how they are taking life.

### The miseries

	Yes	No
1. Do you feel poorly most of the time? .....	—	—
2. Does it sometimes seem as if there were a tight band around your head? .....	—	—

	Yes	No
3. Does the top of your head feel tender at times? .	—	—
4. Does the sight of blood upset you? . . . . .	—	—
5. Does discomfort in the pit of the stomach bother you at times? . . . . .	—	—
6. Do you have dizzy spells? . . . . .	—	—
7. Does acid stomach bother you? . . . . .	—	—
8. Does a little reading tire your eyes? . . . . .	—	—
9. Does your heart pound at times? . . . . .	—	—
10. Do your hands or feet get cold often? . . . . .	—	—
11. Do you sweat a great deal? . . . . .	—	—
12. Do numbness, "going to sleep," or tingling sensations bother you? . . . . .	—	—
13. Do some of your muscles twitch or jump at times? . . . . .	—	—
14. Do you have buzzing or ringing in your ears at times? . . . . .	—	—
15. Does your head or nose seem to be filled up most of the time? . . . . .	—	—
Total number of "Yes" answers. . . . .	—	—

People who exaggerate physical discomforts have many "Yes" answers to these questions. The average person has only three "Yes" answers. Those who have seven or more "Yes" answers are likely to be hypochondriacal, to look upon ordinary bodily discomforts and sensations as signs of illness. The hypochondriacs enjoy ill-health, for it gives them something to complain about to anyone who will listen. People who have five or more "Yes" answers are too wrapped up in themselves for their own good; under the unusual interest in their bodily condition is the lurking feeling that they should be punished for something. A clear conscience is a good preventive against this condition. Associating with children is often prescribed as a way to get a person out of it.

# Jitters

	Yes	No
1. Is it difficult for you to sit still? .....	—	—
2. Do you often have trouble going to sleep? .....	—	—
3. Does your tongue get twisted up when you try to talk while excited? .....	—	—
4. Do you tremble when frightened or under strain?	—	—
5. Are you more restless than most people you know? .....	—	—
6. Do you have to keep on the go? .....	—	—
7. Do you drum on the table, fidget with your fingers, keep pulling at your clothes, toying with things? .....	—	—
8. Is it hard for you to think when excited or worried? .....	—	—
9. Do some of your muscles twitch occasionally? ..	—	—
10. Are you irritable quite a bit of the time? .....	—	—
11. Does your mind wander when reading, so that you have to read things a second time? .....	—	—
12. Do you sometimes feel like having a good cry or like yelling? .....	—	—
Total number of "Yes" answers.....	—	

People with many "Yes" answers are the nervous type—jumpy, fidgety, restless. The average person has only four "Yes" answers. People with eight or more answered "Yes" are on the nervous side and should simmer down. The jittery-ness may be due to the thyroid gland or to some other medical condition, or it may be just a case of "nerves," which a specialist should treat. Whatever it may be, people with eight or more "Yes" answers should have their family physician make a thorough examination for possible causes of the nervousness.



**Fears**

	Yes	No
1. Are you frightened when you are in an automobile and barely escape a collision? .....	—	—
2. Are you frightened when you have to cross a street and traffic is passing on each side of you?	—	—
3. Are you frightened when looking down from a high place? .....	—	—
4. Are you frightened when on a railroad platform and a train pulls in beside you? .....	—	—
5. Are you frightened when you awaken at night in your own room and hear sounds? .....	—	—
6. Are you frightened at night when someone is coming toward you on a dimly lighted street? ..	—	—
7. Are you frightened when you have to enter a dark house at night? .....	—	—
8. Are you frightened when you have to go into a dark room at night? .....	—	—
9. Are you frightened when you think you are alone and then suddenly come upon someone? ..	—	—
10. Are you frightened when you see someone else in an accident? .....	—	—
11. Are you frightened when a dog comes toward you or barks or growls? .....	—	—
12. Are you frightened when you hear a fire alarm?	—	—
13. Are you frightened when there is a fire in your own neighborhood? .....	—	—
Total number of "Yes" answers. ....	—	—

The average healthy man has  $4\frac{1}{2}$  "Yes" answers. The average healthy woman has a couple more. Older women have still more; older men, fewer.

**Emotional frustration**

	Yes	No
1. Do you get blamed for things you do not do? ..	—	—
2. Do you worry about getting some illness? .....	—	—

	Yes	No
3. Do you think your parents picked on you? . . .	—	—
4. Do you feel tired most of the time? . . . . .	—	—
5. Do you think people are often watching you? . .	—	—
6. Is it sometimes difficult for you to breathe? . . .	—	—
7. Do you get the impression that people keep away from you? . . . . .	—	—
8. Do you think your friends are turning against you? . . . . .	—	—
9. Is it hard for you to forget a dirty deal? . . . . .	—	—
10. Do you often think people are following you at night? . . . . .	—	—
11. When you are in trouble, do you cry? . . . . .	—	—
12. Were you happier when you were a baby? . . .	—	—
13. Do you believe almost anything people tell you?	—	—
14. Are you afraid that unpleasant things will happen to you? . . . . .	—	—
15. Do you like to make other people cry? . . . . .	—	—
16. Do you like to make believe you are someone else? . . . . .	—	—
17. Do you say one thing and do another? . . . . .	—	—
18. Do you often cry without knowing why? . . . .	—	—
19. Do you often feel downhearted without knowing why? . . . . .	—	—
20. Do you often giggle and feel high-spirited without knowing why? . . . . .	—	—
21. Do many things get on your nerves? . . . . .	—	—
22. Do ideas running through your head often keep you from going to sleep? . . . . .	—	—
23. Do you feel that you haven't a friend? . . . . .	—	—
24. Do you often talk to yourself? . . . . .	—	—
25. Are you frightened at thunder? . . . . .	—	—
26. Is it hard for you to forget your troubles? . . . .	—	—
27. Does noise annoy you? . . . . .	—	—
28. Do you fall and stumble over things? . . . . .	—	—
29. Do you always try to do just the right thing? . .	—	—
30. Do you get so mad you can't talk? . . . . .	—	—
31. Are you afraid of bodies of water? . . . . .	—	—

	Yes	No
32. Do you get angry about nothing at all? .....	—	—
33. Are you afraid in a room when the door is shut? .....	—	—
34. Do you think people make fun of you? .....	—	—
Total number of "Yes" answers.....	—	—

The average person has only seven "Yes" answers to these questions. More than twelve "Yes" answers indicates too much inner emotional turmoil for an interesting life. Less than three "Yes" answers indicates that you are sound—or a whale of a liar.

### Nerve fag

	Yes	No
1. Do you have some spells of dizziness? .....	—	—
2. Do you feel poorly half of the time? .....	—	—
3. Do you sometimes have the sensation of falling when going to sleep? .....	—	—
4. Do ideas sometimes run through your head so that you have trouble going to sleep? .....	—	—
5. Do you sometimes hear your heart thump after you have gone to bed? .....	—	—
6. Is your appetite poor at times? .....	—	—
7. Do you sleep poorly at times? .....	—	—
8. Do you wake up mornings feeling tired? .....	—	—
9. Do you occasionally have queer feelings in some part of your body? .....	—	—
10. Are you bothered by indigestion? .....	—	—
11. Have you been frightened in the middle of the night? .....	—	—
12. Have you had a nightmare? .....	—	—
13. Have you walked in your sleep? .....	—	—
14. Do you doctor yourself? .....	—	—
Total number of "Yes" answers.....	—	—

The average man has three "Yes" answers, women average five. More than this shows a tendency to be neurasthenic; the

nerves are in good enough condition, but the personality is directed toward emphasizing poor health.

The person with a large number of "Yes" answers should ask the family physician to direct him to a specialist.

### Brain fag

	Yes	No
1. Do you often wonder what to do next? .....	—	—
2. Are you sometimes confused in familiar places?	—	—
3. Is it difficult for you to find your way around in new places? .....	—	—
4. Do you sometimes feel as though you might jump off a high place? .....	—	—
5. Do you occasionally have the feeling you are not your old self? .....	—	—
6. Does your mind wander so that you sometimes lose trace of what you were doing? .....	—	—
7. Have you had the idea that people were following you at night? .....	—	—
8. Does it make you uneasy to sit in a small room with the door closed? .....	—	—
9. Are you worried by unfinished work? .....	—	—
10. Have you ever felt as though someone were getting you under his control? .....	—	—
11. Has it sometimes seemed that people were reading your thoughts? .....	—	—
12. Do useless thoughts come into your mind and bother you? .....	—	—
13. Have you felt pressure inside your head? .....	—	—
14. Have you sometimes felt that things were not real? .....	—	—
15. Are you afraid of being crushed in a crowd? ...	—	—
16. Do you have trouble walking in the dark? .....	—	—
17. Does the thought of disgusting sights or smells upset you? .....	—	—
18. Have you had a few mental shocks? .....	—	—
19. Do you have difficulty making up your mind? ..	—	—

	Yes	No
20. Do you have the feeling sometimes that people are watching you on the street? .....	---	---
21. Do you have to think things over before dropping them? .....	---	---
Total number of "Yes" answers.....	---	

The average man has five "Yes" answers; the average woman has seven. More than this indicates an inclination toward psychasthenia. The brain is not actually fagged; the personality merely features these feelings. The person with a large number of "Yes" answers should consult a specialist whom the family physician recommends.

### Self-ratings for annoyances

	Yes	No
<i>Does it annoy you or get on your nerves when</i>		
1. You see a person with his nose running? .....	---	---
2. Somebody coughs in your face? .....	---	---
3. You hear a person continually criticizing something? .....	---	---
4. You see a young person being disrespectful to one much older? .....	---	---
5. Somebody crowds in ahead of you while waiting your turn in line? .....	---	---
6. You see someone cheating in a game? .....	---	---
7. You see a woman who is obviously drunk? .....	---	---
8. Somebody is cleaning the wax out of his ears? ..	---	---
9. A child is being mistreated? .....	---	---
10. Somebody talks during music or a lecture? .....	---	---
11. Women swear? .....	---	---
12. You are asked to repeat what you have just been saying? .....	---	---
13. A mosquito flying around keeps you from going to sleep? .....	---	---
14. People continually complain about something? ..	---	---

	Yes	No
15. You find dirt in the food you are eating? . . . . .	—	—
16. You see a woman driving an automobile? . . . . .	—	—
17. Children are playing noisily? . . . . .	—	—
18. Somebody is whistling loudly? . . . . .	—	—
19. Someone is wearing clothes exactly like yours? . . . . .	—	—
20. People comment on how much you weigh? . . . . .	—	—
21. You see a fat person eating? . . . . .	—	—
22. Somebody rests his foot on your chair? . . . . .	—	—
23. A casual acquaintance calls you by your first name? . . . . .	—	—
24. You are greeted by such an obvious question as "Are you here?" . . . . .	—	—
25. A person keeps tapping or wiggling his foot? . . . . .	—	—
26. Somebody keeps rocking in a rocking chair? . . . . .	—	—
27. To see a man on the street with several women or a woman with several men? . . . . .	—	—
28. A man carries a cane for no necessary reason? . . . . .	—	—
29. People gesture with their hands while talking? . . . . .	—	—
30. A woman has her hair cut like a man's? . . . . .	—	—

The first fifteen do not count; most persons find those things very annoying. The last fifteen do count; it is evidence of excessive touchiness to be annoyed by several of these. No average can be given, since some people have not had a chance to know whether or not they would be annoyed; many people, for instance, have never seen a demon chair rocker in action.

### Seclusiveness

	Yes	No
1. Are there some people who try to take advantage of you? . . . . .	—	—
2. Are you sometimes lonesome, even when people are around? . . . . .	—	—
3. Do you hate some people? . . . . .	—	—
4. Do you dislike several people? . . . . .	—	—
5. Do you avoid meeting people you dislike? . . . . .	—	—

	Yes	No
6. Do you think young folks have a better time than grownups? .....	---	---
7. Have you sometimes wished you were a child again? .....	---	---
8. Are you frequently discouraged over the way things are going? .....	---	---
9. Do you dislike meeting new people? .....	---	---
10. Would you rather stay home alone than go out with people? .....	---	---
11. Do you avoid telling your business problems to others? .....	---	---
12. Do you think that only a few people are trustworthy? .....	---	---
Total number of "Yes" answers.....	---	---

An inclination to draw into one's shell is shown by the "Yes" answers. A person with nine or more "Yes" answers is getting to be pretty much of a misanthrope; such people are likely to be in love with themselves while appearing to hate others. The average person has only four "Yes" answers and does not nurse many grievances, either real or imaginary, about other people. The average person trusts others, cooperates with them for the larger good, and does not waste time wondering if something is being slipped over on him.

### Inhibitions

	Yes	No
1. Can you be with people as much as you like to? .....	---	---
2. Do you make your own decisions, without being bossed by others? .....	---	---
3. Do you have enough spare time to do the things you want to? .....	---	---
4. Can you do as you want to in your spare time? .....	---	---
5. Do you say what you want to about things? ...	---	---

	Yes	No
6. Do you associate with the opposite sex as much as you would like to? .....	—	—
7. Do you feel very few responsibilities? .....	—	—
8. Can you buy most of the things you really want? .....	—	—
9. Can you go places you would like to? .....	—	—
10. Do your relatives like your friends? .....	—	—
11. Are you very seldom criticized? .....	—	—
12. Do you have all the schooling you want? .....	—	—
Total number of "Yes" answers.....	—	—

A person who answers all "Yes" should be almost completely satisfied with his lot in life and has little to work for. Such happy-go-lucky people—also the few ne'er-do-wells—are probably that way because of fixations that took place in infancy when they were weaned. The average person is not overwhelmed with inhibitions, however, having eight "Yes" answers. People with five or less answers are on the inhibited side, often because they expect more than life can furnish; such people should try to be satisfied with what they have instead of worrying themselves into unhappiness over what they do not have.

### Old-fogyism

	Yes	No
1. Do you prefer old music to modern music? ....	—	—
2. In your judgment, has aviation grown too fast? .	—	—
3. Do you think present magazine literature is not so good as it was twenty years ago? .....	—	—
4. Do modern young people strike you as being less responsible than young people of twenty-five years ago? .....	—	—
5. Do you wish there were more old-fashioned stage plays and fewer movies? .....	—	—
6. Do you think our public schools should drop some of their frills and give more emphasis to fundamentals? .....	—	—



	Yes	No
7. Do you think modernistic architecture is uglier than conventional building design? .....	—	—
8. Do you feel that marked changes in our government are dangerous? .....	—	—
9. Do you feel that there is too much specialization in industry and in the professions? .....	—	—
10. Do you believe the increase in divorce to be a bad sign? .....	—	—
Total number of "Yes" answers.....	—	—

Each "Yes" answer indicates an old-fogyish trend, and the average adult has four "Yes" answers. People who regress to the past have many "Yes" answers. They have the unhealthy practice of looking backward rather than to the future.

### Mistrust

	Yes	No
1. Do people often try to slip something over on you? .....	—	—
2. Do your friends often do things to make you feel badly? .....	—	—
3. Do you often worry about your work or your friends? .....	—	—
4. Do you feel lonesome when with people? .....	—	—
5. Are people often unfair with you? .....	—	—
6. Are people sometimes so unkind that it makes you worry? .....	—	—
7. Are you inclined to think about dangerous things? .....	—	—
8. Are some people so mean that you hate them for it? .....	—	—
9. Does your work get so trying at times that you feel like quitting it? .....	—	—
10. Do you sometimes think about losing your job, money, or friends? .....	—	—
Total number of "Yes" answers.....	—	—

A suspicious nature is indicated by the "Yes" answers. The average adult has only four "Yes" answers to these questions. Many "Yes" answers is an unfavorable sign.

Mistrustful people may make good credit managers or bank cashiers. Sometimes they turn into reformers who try to get others to change. The mistrustful person himself seldom changes.

As a rule, the people about whom he is most mistrustful are those he would like very much to have as bosom friends.

Things are never half so bad as the mistrustful person believes.

People with many "Yes" answers to this list should ask their family physician to direct them to a specialist.

### Cycloid

	Yes	No
1. Do you have moods? .....	---	---
2. Do you change from one kind of work to another frequently? .....	---	---
3. Do you often have the blues? .....	---	---
4. Do you sometimes feel miserable without knowing why? .....	---	---
5. Do you often feel lonely? .....	---	---
6. Do you often feel tense or high-strung? .....	---	---
7. Do you sometimes change from happy to sad without any reason? .....	---	---
8. Are you often excited easily? .....	---	---
9. Do you like to be all by yourself at times? .....	---	---
10. Do you often feel grouchy? .....	---	---
11. Are you full of energy sometimes, sluggish other times? .....	---	---
12. Do you lose your temper quickly but get it back quickly? .....	---	---
13. Do you like to stir up excitement when things are dull? .....	---	---
14. Can you usually have a hilarious time at a party? .....	---	---
15. Are you upset when you lose in a game? .....	---	---
Total number of "Yes" answers.....	---	---

- 0 to 4 "Yes" is good.  
 5 to 8 "Yes" is average.  
 9 to 15 "Yes" is poor.

Cycloids have marked variations in their emotional reactions. A person with nine or more "Yes" answers is likely to be the life of the party at one time and morose and downcast a week later, for no apparent reason. These shifts recur in fairly definite cycles with some people. Those with high (poor) scores are usually popular with their acquaintances but need to control the inclination to go to extremes in their moods. The extreme mood changes of the cycloids are not due to things that happen to them; the changes are due to inner causes. In the downcast mood there is too much unwarranted self-accusation; in the top-of-the-world mood there is too much confidence. Cycloids often make valuable employees, but the boss must expect a few weeks every year when the cycloid slows down and does not do much. Taking it easy is no cure for the dejected mood. The thing to do then is to work harder than ever; keep so busy that you cannot get time to feel sorry for yourself.

### Intensity of feeling

	Like it very much	Only slight or no liking
<i>Check to the right to show how well you like these</i>		
1. Being with people.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2. Facing an emergency.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
3. Talking with strangers.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>
4. Owning some things.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>
5. Having some responsibilities.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>
6. People of high-school age.....	<input type="checkbox"/>	<input type="checkbox"/>
7. Young married people.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>
8. Bossing other people.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>

	Like it very much	Only slight or no liking
9. Traveling places .....	<input checked="" type="checkbox"/>	<input type="checkbox"/>
10. Hearing about someone's hobby..	<input type="checkbox"/>	<input checked="" type="checkbox"/>
11. Others' good opinion of you.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>
12. Being by yourself.....	<input type="checkbox"/>	<input type="checkbox"/>
13. Reading by yourself.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>
14. Much variety during the day....	<input checked="" type="checkbox"/>	<input type="checkbox"/>
15. Reading about etiquette.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Total "Very Much" answers..	<input type="checkbox"/>	<input type="checkbox"/>

The average person likes four of those things "Very Much." People who like seven or more very much are unusually enthusiastic, while people who checked "Very Much" for only one or two incline toward the calm and placid side of life. Life is too exciting to be good for those with many checks in the "Very Much" column and apt to be too boring for those with few checks in the same column. The people with the most checks in the "Very Much" column make the best companions and are the most stimulating.

### Embarrassment

	Yes	No
<i>Would you be embarrassed if</i>		
1. You saw a fat man with a sign "Give until it hurts" pinned on his back? .....	<input type="checkbox"/>	<input type="checkbox"/>
2. After describing something you had seen, you learned that the people you are talking with are very familiar with it? .....	<input checked="" type="checkbox"/>	<input type="checkbox"/>
3. A youngster asked you a simple question that you could not answer? .....	<input checked="" type="checkbox"/>	<input type="checkbox"/>
4. You caught someone imitating some of your mannerisms? .....	<input type="checkbox"/>	<input type="checkbox"/>
5. Someone corrects your pronunciation of a word? .....	<input checked="" type="checkbox"/>	<input type="checkbox"/>

	Yes	No
6. People laugh at something that you did not hear? .....	—	—
7. A visitor comes to your office just after a gust of wind has scattered papers over the floor? .....	—	—
8. Someone calls attention to a black smudge on your nose? .....	—	—
9. People impose on your good nature? .....	—	—
10. You call someone by the wrong name? .....	—	—
Total number of "Yes" answers.....	—	—

Most people find these situations amusing or entertaining rather than embarrassing. The average person has only three checked "Yes." There are a few easily embarrassed souls who check "Yes" for as many as eight of the situations; this is too much of a good thing and is a sign that the person is too self-conscious, among other things, and needs a sense of humor to get a better perspective on things. Laugh it off; you can't blush it away.

### Fatigue

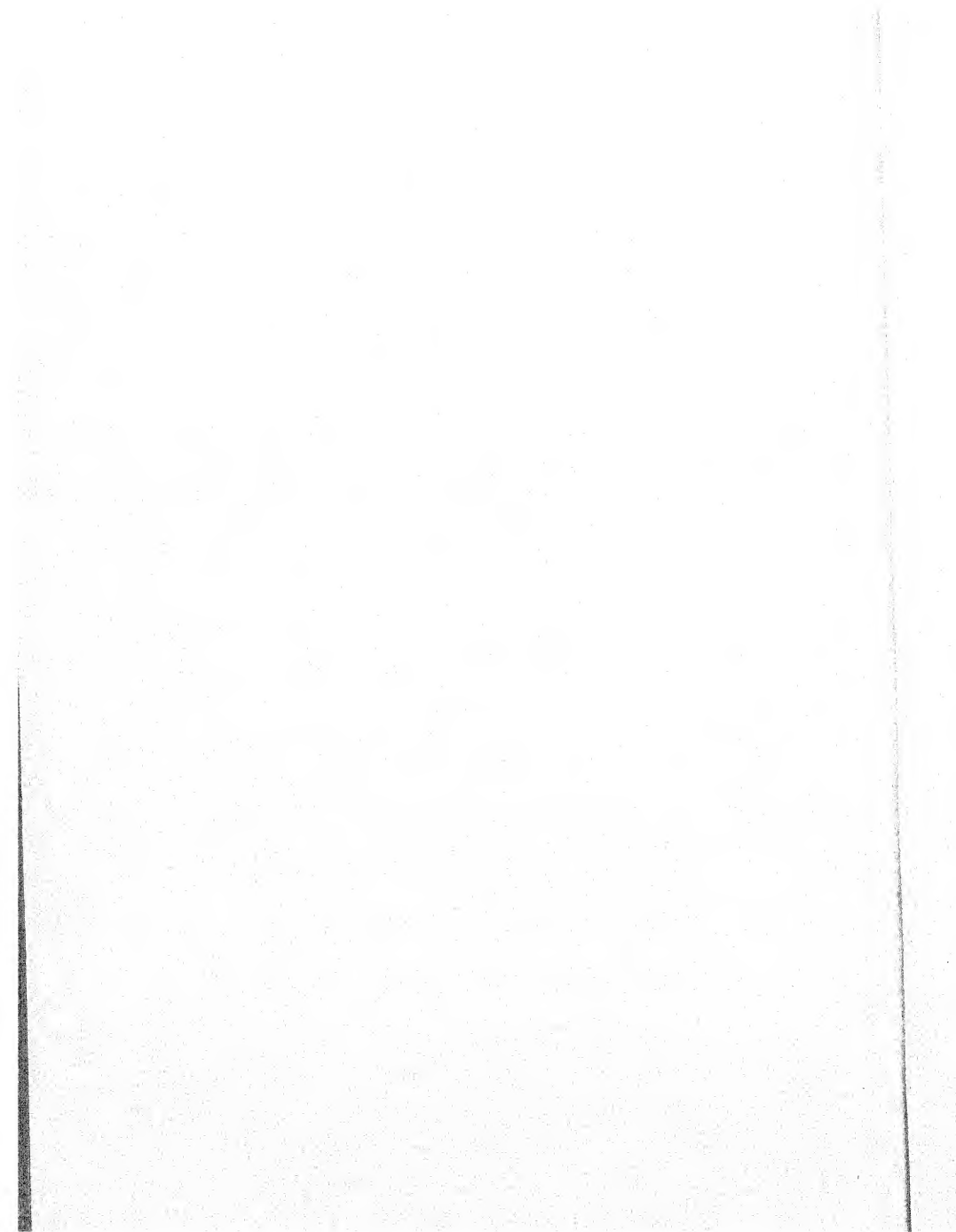
	Yes	No
<i>Think back over today.</i>		
1. Did you hesitate to get up when sitting in a chair? .....	—	—
2. Did you want to change from one job to another before the first was finished? .....	—	—
3. Was it difficult for you to think? .....	—	—
4. Did you think you saw or heard things that were not present? .....	—	—
5. Did peculiar or bizarre new ideas occur to you? .....	—	—
6. Were you bothered by ideas coming into your head when you wanted to do something else? .....	—	—
7. Did you have any noises, such as buzzing, in your head? .....	—	—
8. Was there any itchiness or creepiness on your skin? .....	—	—

Yes No

- |  |     |     |
|--|-----|-----|
| 9. Did any objects blur before your eyes, or did things look misty at times? .....   | --- | --- |
| 10. Did you have difficulty hearing or did you have to listen closely to remarks made to you? .....  | --- | --- |
| 11. Did you laugh at almost everything? .....  | --- | --- |
| 12. Did you feel blue or downhearted for a time? ..  | --- | --- |
| 13. Were you irritated by some things, such as noise or lights? .....  | --- | --- |
| 14. Were you inclined to swear? .....  | --- | --- |
| 15. Did you want sympathy? .....   | --- | --- |
| 16. Were you impatient? .....  | --- | --- |
| 17. Did you want to avoid singing or playing? ....   | --- | --- |
| 18. Did you get rattled or confused a time or two? .   | --- | --- |
| 19. Were you jumpy or fidgety at all? .....  | --- | --- |
| 20. Did you lose your temper at any time? .....  | --- | --- |
| 21. Did you want to be alone? .....  | --- | --- |
| 22. Were you ill at ease or hesitant at times? .....   | --- | --- |
| 23. Did you have a tendency to stammer or stutter or get mixed up when talking? .....  | --- | --- |
| 24. Did time drag for you? .....   | --- | --- |
| 25. Did you have difficulty concentrating on work you were trying to do? Did you have to exert yourself to keep your mind from wandering? .. | --- | --- |
| 26. Were you distracted to other things by noises, lights, or talking? .....   | --- | --- |
| 27. Did you have trouble keeping your eyes on the work you were doing? .....   | --- | --- |
| 28. Did you do things without being aware of it? ..  | --- | --- |

Total number of "Yes" answers..... ---

Each "Yes" is a sign of fatigue in healthy persons. The average is six checks in the "Yes" column, after the day's work is done. If you have more than eight, better stay in tonight, take it easy, go to bed early. The score on this will vary with health and also with the day's activity.



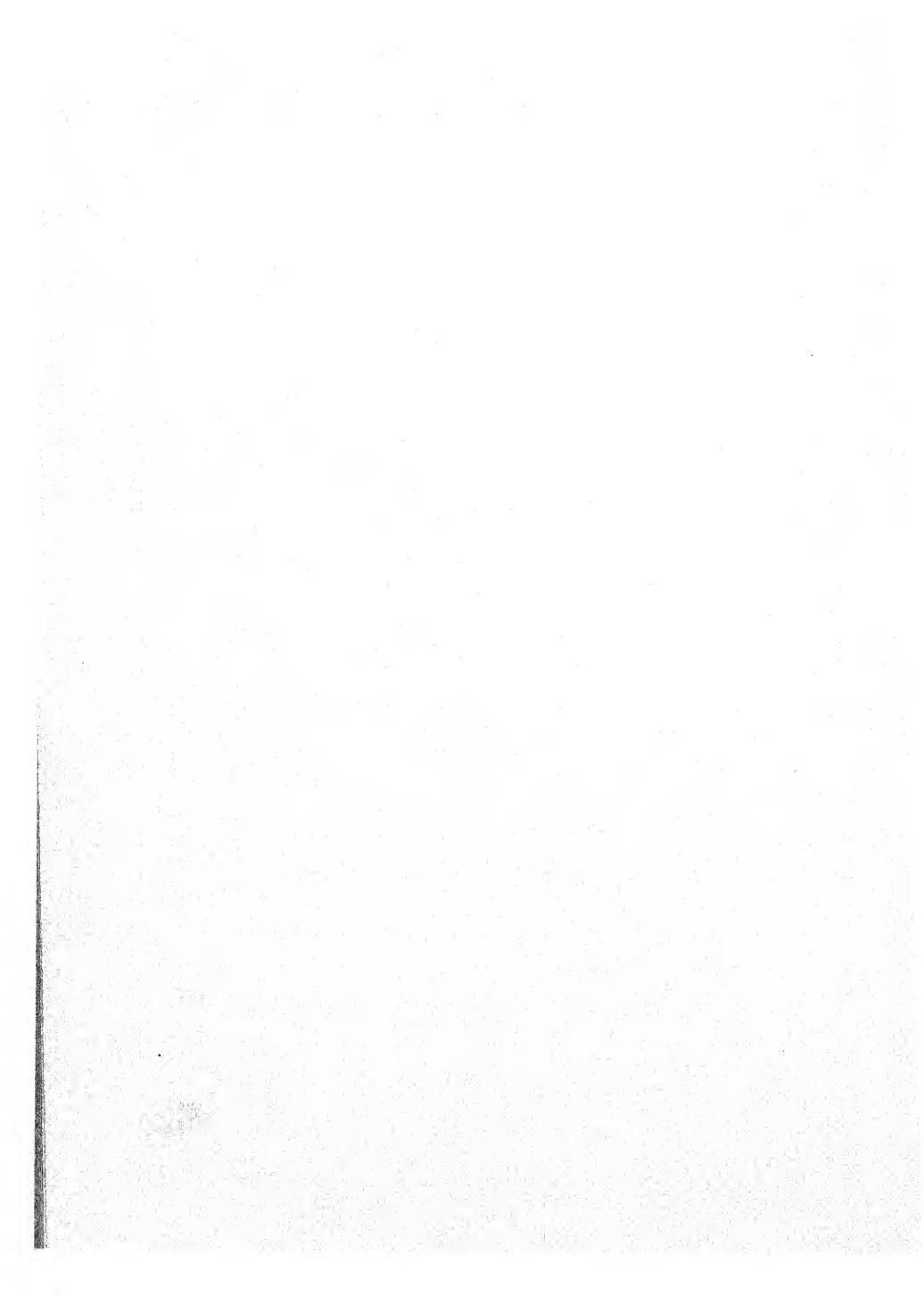
RULES FOR

# *Mental Health*

by DR. DONALD A. LAIRD

1. Talk your troubles over, confidentially, with someone more experienced than you are.
2. Keep your daydreams down to earth, your imagination practical.
3. Substitute consideration for others for hostility toward them.
4. Be conscientious but without making moral mountains out of molehills.
5. Trust others; blame neither them nor luck nor yourself.
6. Others have troubles, too; don't get the notion yours are worse or insurmountable.
7. Check that impulse to tell everybody about your pains and troubles.
8. Keep doing things for people who are less fortunate.
9. Love something living beside yourself.
10. Have a wholesome philosophy of life.





*Love and marriage*

*My only books  
Were woman's looks,  
And folly's all they've taught me.*

**D**o love and marriage handicap accomplishments? Among normal people both are inevitable; there's no use fighting love. To normal people they are powerful stimulants for accomplishment. The world—and many of its leaders—are deeply in debt to Dan Cupid for the accomplishments he has stimulated.

Most people need some incentive to put forth their best efforts, and there is often no more lasting incentive than love. Even a disappointed love may produce lifelong stimulation to achieve.

John, for instance, was a Quaker lad in Haverhill, Mass. He did not have much opportunity and his education was picked up unaided, but he made himself one of the best educated men of his day.

He was handsome: tall, erect, active, with a high, narrow forehead, dark eyes, raven hair, an Arab's complexion. Women looked twice at him, and many women made a trail to his home after he became famous. But Whittier remained a bachelor, pretending indifference to women, because he was everlastingly in love with the girl who had rejected his love.

She was Mary Emerson Smith, a distant relative of Whittier's. Her family was well-to-do, Whittier's was the poverty-stricken branch. Her heart was drawn to young Whittier, but her

selfish pride made her turn down the poor suitor. She married and moved west. John Greenleaf Whittier remained in New England, distraught but not bitter. He drowned his sorrows in his work.

He wrote "Maud Muller" to vent his feelings—wealth and class difference should not stand in the way of love, he wrote. He poured out poems on love, tenderness, farewells, reconciliations, self-pity—all inspired by the woman he loved but could not marry. His work earned admission to the Hall of Fame for great Americans.

Luther Burbank was another New England farm boy who was fired to make something of himself because he was disappointed in love. The rural neighbors thought Luther was lazy or moonstruck—they couldn't be sure which. He was just fooling around with vegetables, instead of sweating long hours in the field to raise a paying crop; he'd never amount to much. The girl he loved was influenced by these unfavorable opinions, and she rejected him and married a practical farmer.

Young Luther wanted to get away from his disappointment in love, so he went as far away as he could, to Santa Rosa, Calif., carrying across the continent ten seed potatoes with which he had been doing his impractical experiments. Those bulky potatoes were the ancestors of the famous Burbank potato.

Brokenhearted for years to come, Burbank threw himself into developing other new varieties of fruits and vegetables—apples, plums, edible cactus, prunes, cherries, nuts, flowers, wholly new fruits such as the plumcot. He wrote twenty books on plant and fruit culture. He was always buried in his work. His home became a shrine. It was visited by scientists and the world's great, and in his heart for forty years there was a shrine to the girl he loved but who rejected him. White-haired and stooped, at sixty-seven he married—another girl.

Beethoven was neither precocious nor a child prodigy. He was just a middling good musician who worked exceptionally

hard to nourish his genius. His shiftless father died a drunkard. At thirteen young Ludwig had to help support his mother, who was wasting away from tuberculosis.

He had a swarthy complexion—they called him “The Spaniard”—was stumpy and awkward, generally ugly in disposition as well as appearance.

This uncouth youth fell in love with Magdalena Willmann, a beautiful opera singer. When he proposed marriage she laughingly said, “No!” She said she could not marry a man as ugly as Beethoven. His youthful love remained unrequited. As his fame grew, he flirted outrageously and indiscriminately. Giddy women would enter his life for a few moments, then be forgotten, but he could not forget beautiful Magdalena.

Beethoven only half-buried himself in his work. He turned part of his disappointment against the human race. He became cynical, bitter, sarcastic, and those who felt the sting of his sarcasm hated him.

The part of his nature that was inspired by the spurned love, however, poured forth a new kind of music, compositions that were embellished with little trills and trifles that charmed listeners and frankly puzzled the critics. Then he became deaf and could no longer hear his own compositions, but he continued to compose.

When his immortal Ninth Symphony, the Testament of Love in music, was finished this ugly deaf bachelor said: “Here’s a kiss for all the world. Be embraced in love, ye millions!”

Savonarola was a medical student in Florence when he fell in love with a daughter of the rich Strozzi. Her family would not allow her to marry a humble student with no prospects; theirs was a proud family. Aroused by this treatment, Savonarola mused on the iniquities of man. He gave up his medical intentions, became a Dominican friar, and lashed out at mankind’s selfishness. His moving sermons and books on justice molded the course of law to the present day.

John Galsworthy was a young London lawyer, hopelessly in

love with Ada, wife of one of his cousins. Unhappily married, Ada returned the love, but a divorce was out of the question. They met in coffee shops and railroad stations.

He was twenty-seven, a struggling attorney, when he and Ada were walking along a railroad platform, most unromantic of places. She was talking earnestly, devotedly. "Give up the law," she pled, "turn entirely to writing. You can write, John. You must!"

So John Galsworthy, in an unattainable love, turned to writing. In his tormented loneliness he wrote for seven years and paid to have his first book published. After his fourth book and seven years of writing he was in the hole some \$300, but Ada kept encouraging him.

When he was thirty-nine his sixth book appeared, "The Man of Property." It started his fame and recouped his losses. A death made it possible for him to marry his beloved inspiration, Ada. Fame, increased fortune, and unrestrained love were now his. With Ada at his side he worked in the yellow room on the third floor, looking out on their own beautiful lawns and gardens. Here they turned out more books and plays.

It was in this room that they decided to give John's \$45,000 Nobel prize to charity, to decline the offered knighthood.

The incentive of love often outlasts the loved one.

Some say that the most beautiful building in the world is the marble Taj Mahal, in India. In the seventeenth century Shah Jahan had his slave subjects work for twenty-two years to build this tomb for his bright young wife, dainty Mumtaz Mahal. The Taj Mahal still stands, a shimmering symbol of the power of affection.

Beatrice, at twenty-four, was taken from Dante by death, yet she was his inspiration throughout life. In his "Divine Comedy," written years after her death, he again walks and talks with her.

The Countess Henriette Danneskjold-Samsø owned vast es-

tates a few miles south of Copenhagen. Disappointed in love, she converted this property into a working monument to her lover. She established a glassworks, where the now famous Holmegaard glass was made. A model community was erected for the workers, a city that is a memorial to a broken love.

Abraham Lincoln craved love, perhaps more than most men. He had been in love with Mary Owens and Polly Warnick. The one spurned him because he was the ugliest fellow in the state, the other because he had no prospects. Then he fell in love with frail Ann Rutledge, whose parents ran a tavern in their two-room-and-loft log cabin. The auburn-haired Ann returned his love, broke her engagement with an absent suitor. But she died of brain fever before she and the future president were married. That loss in his life was never filled.

When Mary Todd courted him (yes, she did the courting), Lincoln was apathetic toward her. His heart was still in Ann's grave at New Salem. When Mary Todd set the wedding date, Lincoln agreed halfheartedly but did not show up for the ceremony. When, on a second try, she did get him to the altar, he showed sadness rather than joy. His nagging bride added to his disappointment.

The melancholy Lincoln had a kinship with the disappointed, unhappy people of the world, born from his own series of disappointments. He labored to help those for whom life, too, was a disappointment. Never did he recover from the broken love of Ann Rutledge.

Have you ever realized that "The End of a Perfect Day" is a love song? It is. "Just A-wearyin' for You," and "I Love You Truly" are some of the other 175 songs by Carrie Jacobs Bond, inspired by her broken love.

Merrie England suddenly lost its merriment for Ben Jonson. The plague had taken the playwright's loved one. His song "Drink to Me Only with Thine Eyes," most famous of all this poet laureate's work, received its inspiration from that broken love.

Love and marriage a handicap to achievement? They have been the incentive for some of the world's best work.

It is the loveless, or those in love with themselves, who accomplish least.

Are hasty marriages bad?

Should the husband be older than the wife?

Do children make a marriage happier?

How much should one be earning before getting married?

Should the wife let the husband run things?

These are practical questions that have often blocked other more important questions in the search for married happiness. Since most people spend most of their lives in the married state, the happiness of marriage is no minor quest.

The chances for happy marriages are better than the zooming divorce rates might suggest. I recently visited a small community where the divorce and marriage rates were the same as elsewhere. Most of the people in the settlement had been married a quarter of a century or longer, but over a period of several years there had been eight marriages and four divorces. Those figures looked pretty bad, until I found the facts behind them.

Every one of four young couples who had married were still married, and I think always will be. Half the marriages, however—and all the divorces—were the responsibility of one man, a wealthy playboy who could not keep married longer than two months to any one showgirl. The rapid turnover of husbands and wives among a few people throughout the country thus gives the misleading impression that marriage is in a bad way.

It is encouraging to know, for instance, that in only one out of five average marriages has a separation been considered, and then no separation has taken place in most cases.

If you ask married people, in all honesty and confidence, whether they would get married if they had it to do all over

again, how many do you think would say "yes"? Four out of five!

Marriage is still a going institution, regardless of the wise-cracks and sad experiences of a few. Finding more happiness in marriage, however, is still a problem of wide concern and one which people usually try to solve by pure logic.

Research has shown that happiness in marriage is not a question of easy finances, romantic lovemaking, marrying at set ages, long engagements, and other similar factors. Instead, the critical factors are the personalities of the husband and wife. This should be known by every married person and everyone who is contemplating marriage.

Marriage furnishes the extreme test of a person's ability to get along with others. It is usually the personality of husband or wife, not money or sex, that puts a strain on a marriage.

Even the in-laws influence married happiness, for they are the ones who have had much of the responsibility for developing the personalities of husband and wife. It is not a question of whether in-laws live with a married couple, but of the home atmosphere that the parents provided during childhood and youth. If your parents seemed to be happily married, for example, and your home life was happy with them, then the odds are greatly in favor of happiness in your own home.

But if your parents bickered, or if you had trouble getting along with them, then you will have to exert yourself to make your marriage happy. They may live in another city now, but their early influence may have given your personality a slant that makes for less happiness. Your marriage can be buoyantly happy, but it may require intentional effort on your part.

That much-marrying playboy was always at odds with his parents, and they had usually been at odds and quarreling with each other. They gave him money to burn but did not give him a happy home life.

It is usually more fruitful to marry a person whose parents are happy than one whose parents are well off financially. They



may leave a lot of money, but it is more helpful if they pass on happiness. Many who marry for money get just that and nothing more. Happy-though-poor parents seem to start their children out in life with attitudes and personalities that make the children's marriages happier.

The time to watch the personality characteristics is during the first ten years of marriage. The first year of married life is usually the happiest, the second year less happy, the third still less. Sometime between the third and tenth year married happiness reaches the lowest point. After that, it usually rises again but seldom reaches the peak happiness of the first year.

The happiness after ten years, however, could be closer to that of the first year if people would only watch their personalities. While they may be more set in their ways after ten years of wedlock, it is still not too late to improve.

Those who are contemplating marriage can prepare their personalities so that the three-year slumps can be largely avoided.

We have organized the findings of numerous researchers into a convenient grouping of five C's, which show how we may mold our personalities to assure the maximum happiness from marriage. Easily remembered, easily guarded, these five C's of a happy marriage are calmness, considerateness, cooperativeness, conservativeness, cleanliness.

*Calmness.* Fretting, excitability, worry, fidgeting are bad signs. Their opposite—calmness—gives zest to a happy marriage. Highly strung people are poor marriage risks; many artists and actors fall in this group, as do nervous individuals.

The calm person enjoys quiet recreations, while the opposite seeks exciting ones. The calm person enjoys a family picnic in the back yard. The opposite wants something spectacular, such as the race track or night club. The calm person does not crave excitement and naturally keeps the home life from being unendurably exciting.

Calmness gives a steady keel, and the matrimonial ship weathers the storms more safely when the keel is steady.

Make calmness a personality goal for married happiness. If you are the excitable sort, make yourself simmer down until you become calmer. On the fireplace in our living room we have painted in gilt, *Aequo animo*, keep calm.

*Considerateness.* Married happiness is elusive for those who say what they think of others, criticize others, show their dislikes; for those whose feelings are easily injured; for those who are readily rattled, touchy, argumentative.

The considerate person does not have those characteristics—or keeps them concealed. The considerate person not only makes others happier, but also gets more happiness for himself. Considerateness is, in truth, a selfish virtue; it gives us as much as we show others.

Considerateness should be another goal for married happiness.

*Cooperativeness.* People who resent orders, try to have their own way, won't ask for advice, want to be the boss, do not take part in charitable or uplift work, or avoid responsibility get scant happiness from marriage.

The cooperative person subjugates his own whims, takes criticism or orders without fighting back, helps in the welfare work of the community. This person gets much more happiness out of marriage.

Cooperativeness is another desirable aim for married happiness.

*Conservativeness.* People who are "agin' things" find married happiness elusive. Are you a radical in politics, unconventional in your way of living, cynical about religion? If so, don't expect much happiness from marriage.

The humdrum conservatives find married life happiest. Their cousins with the modern ideas may poke fun at them, but the

conventional folk have the last laugh, for they stay married longest and happiest. Thrift and steady work are conservative qualities also.

The conservative person accepts the world as it is and makes the best of it. He stays in the middle of the road in his opinions; he neither struggles to keep things from changing at one extreme nor fights to reform them at the other extreme.

Make this conservativeness another personality goal for married happiness.

*Cleanliness.* A shadow is cast over married happiness if the person is at either extreme in sex interest or inclination. Those with vulgar or licentious attitudes have trouble being happy in marriage. So do those at the other extreme, who are prudish or disgusted by biological facts.

Those with natural and frank attitudes, who have received sound information from a physician about the mysteries of life, get the greater happiness from marriage.

Those who are overwhelmed by romance—in love with love—find it difficult to get happiness from marriage. Such people daydream about romance, prefer going to a dance than to a play, let their work slide to make love, fall in love easily and often.

It is the practical person who falls in love and stays in love, but does not let love become a preoccupation, who gets most enjoyment from wedlock.

Be practical rather than romantic; frank but not vulgar.

It is not an overstatement that every married person in the country will find married life more rewarding if he develops these five characteristics:

Calmness.  
Considerateness.  
Cooperativeness.  
Conservativeness.  
Cleanliness.

# *Bryant's Prayer*

When William Cullen Bryant first saw Fanny Fairchild at a "sociable" at Great Barrington, Mass., he fell in love with the tiny blonde. When they became engaged, he wrote this prayer for guidance in their married life.

*"May Almighty God mercifully take care of our happiness here and hereafter. May we ever continue constant to each other and mindful of our mutual promises of attachment and truth. . . . May we lead a long, happy, and innocent life, without any diminution of affection till we die. May there never be any jealousy, distrust, coldness or dissatisfaction between us—nor any occasion for any—nothing but kindness, forbearance, mutual confidence and attention to each other's happiness. And that we may be less unworthy of so great a thing, may we be assisted to cultivate all the benign and charitable affections and offices not only toward each other but toward our neighbors, the human race and all the creatures of God. . . ."*

If you have yet to marry, look for those five C's in the person who is the apple of your eye.

If you are already married, take a lesson from the elder J. P. Morgan, who sent his wife flowers every year on the anniversary of their engagement, or from Henry Ford, who said, "In more than fifty years of marriage I have never had an argument with Mrs. Ford."

"If you were not Mr. Choate, who would you like to be?" an acquaintance asked the famous lawyer, Rufus Choate.

"Mrs. Choate's second husband," he answered instantly.

How about these "business romances"?

The boss does sometimes fall in love with his secretary and marry her, but for each one of these instances there are a few hundred girls who fall in love with a boss who is already married or who has no more interest in them than he has in his other office furniture.

Some bosses take advantage of this smitten devotion of their women employees. The boss with a Don Juan streak or a yen to philander may subtly coax the lovelorn girl to the primrose path, with no serious thought of marrying her. He has his fling and leaves her out on a limb.

Penny-pinching bosses take advantage of this smitten devotion in equally reprehensible ways. They keep wages low or conditions of work long and hard, for girls who are secretly in love with them will put up with these injustices just to be near the men to whom they are silently devoted.

It is obviously hazardous to fall in love with the boss, yet it is the nature of thousands of women to fall in love with him. In our book "The Psychology of Supervising the Working Woman," we reported:

"Many more women than will frankly admit it go to work in the hope of meeting a marriageable man. They give up the drudgery of housework to seek employment-*plus* in the office

or factory. These marriage goals are seldom recognized by either parents or employer.

"Although she may not flirt openly in the office or factory, romantic questings and daydreams do flit through the woman employee's head much more than is commonly recognized. Many of these devoted women workers are devoted to the boss, not to the job—an expression of woman's love life.

"Married women workers, as a group, are no exception. Their loyalty and affection for the work is often a personal issue."

In short, the boss means more than the work. The women are with him for eight hours a day—more than with any other man. They soon get to know him better than they know any of their occasional boy friends. He is usually better fixed financially than any of the young men they know, and he gradually seems more desirable in every way. To the boss each woman is probably just another cog in the machine, but to the woman the boss is likely to be the only man.

She tries her uttermost to do her best on the job. She does many little things for the boss. If she is a private secretary she may mother him, using her type cleaner to remove spots from his clothing, using her own money to buy cough sirup when he has a cold, devoted to him from the bottom of her heart, but never flirting or bold.

Some do become bold, in the desperation of rivalry for the boss's appreciation. A factory executive in Chicago, for instance, was sued for divorce. His wife claimed that some of his women workers chased after him. The poor boss could not deny the charge. Some of his workers did make open advances to him, but he ignored them. It was one of the perils of his job, he told the court. Anyway, his wife had learned about the situation from unsigned letters written her by one of the disillusioned girls who was in love with, but ignored by, the boss.

A Massachusetts factory executive told me that never again would he do a thoughtful thing for one of his woman workers. The brother of one of his workers had been in an accident and

rushed to the hospital. The boss kindly offered to take the distraught sister to the hospital in his own car.

When he got home that evening his wife nearly froze him with her cold stare. She had received two telephone calls—both from women who would not give their names—telling her that the boss was out riding with one of his redheaded women employees. "This has been going on for some time," one voice added.

You can be sure that these anonymous messages came from girls who were secretly in love with the boss. They delivered their poison messages partly to spite the girl who got the emergency ride and partly to bring about a split between the boss and his wife. The boss had thought it was due just to "woman's cussedness," and he blushed furiously when told that unrequited love was at the bottom of it.

Girls who have no brothers or who have been especially fond of their fathers are most likely to become attached to the boss with a devotion born of love.

While the girl is more likely to fall in love with her boss, sometimes it is the boss who falls in love with his employee. That is a lucky break for the girl—provided that the boss is single, and she is also in love with him.

And she may not fall in love with him! Perhaps he is not "her type." Perhaps, as she grew to know him better in the long hours of working association, she discovered seamy sides to his nature that made the initial affection fade. That is one thing good about marrying the boss—the girl probably knows him, and his few weak points, better than she does any other man outside her immediate family. She has seen him when things go badly, she knows how he deals with others, and—if she has been his secretary—she knows many of his secrets. Sometimes all this inside information makes the boss actually repulsive.

An attractive private secretary, for instance, wrote us about a whiz of an executive, college graduate, and well-to-do, who

might have seemed a good catch, except to one who knew him as well as his secretary.

"He worked with his feet on the desk, and when I tell you that those two feet, size eleven, reposing just about two feet from my nose, exuded a most offensive odor—I do not mean to nauseate you. To cap the climax, that same gentleman who belongs to the best clubs and wears the best clothes, also plucked his olfactory organ leisurely while 'thinking' and he manicured his nails with the blade of a twelve-inch shears; you can readily understand why I retired from his company."

Had she known him just at the country-club dances, he might have made her heart jump a beat, but working intimately with him every day she found him disgusting.

Of course there is usually a difference in age between the boss and his employee. The difference in ages may be great, but the close understanding that comes from daylong association may indicate, in individual cases, that the ages do not matter.

At the Versailles Peace Conference delegates talked about "the blonde bewilderment," Miss Frances Stevenson, who had been secretary to David Lloyd George since 1911. Delegates could not understand how such an attractive woman could remain single, could bury herself as a statesman's secretary. When Frances Stevenson was fifty-five, and her boss eighty, they went hand in hand to the Register's office in Guildford, Surrey, and were married. There was a quarter of a century's difference in their ages, yet they knew each other perfectly.

Jules Romains, one of the most prolific living authors, kept two secretaries busy in his town house in Paris and his country home at Touraine. Lise Dreyfus, slender, brown-eyed, with wavy brown hair, was one of them. She had studied in England, Germany, and France. In 1936 she became Madame Romains and, as she said, "at once wife and secretary."

A young hack writer and London wit seemed to have promise, but that was about all—no money, no beauty, and a sarcasm



that would peel one's skin. He needed some secretarial help, not full-time, and he could not pay well. An Irish girl, idealistic and heir to a million, took the job. Then her impecunious boss developed a bone disease, and his rich secretary, Charlotte Payne-Townshend, took him to her country place to nurse him, to mother him. Before he could lay his crutches aside she became Mrs. George Bernard Shaw.

There was some difference in their ages, great difference in their tastes. Shaw was a vegetarian; Mrs. Shaw liked nice juicy steaks. Their likes in music differed. He lacked formal religion; she was religious. He basked in publicity; she avoided it. She was rich; he was comparatively poor.

Modern marriage counselors would have predicted failure for such a marriage, yet for the remaining forty-five years of her life their marriage was a grand triumph of affection and devotion. Once Shaw was asked to contribute to a discussion on marriage. He refused, saying: "No man dare tell the truth about marriage while his wife lives. Unless, that is, he hates her, like Strindberg, and I don't." All these differences between Charlotte and Bernard Shaw were erased by the deeper understanding each gained of the other while they were employer and employee.

Rudyard Kipling, Nobel prize winner, was a young man of twenty-seven, just back from service in India, and gaining fame. He needed a secretary and secured the services of Caroline Balestier, a beautiful American girl with a haunting melancholy in her eyes. You guessed it; she became Mrs. Kipling.

Ernest G. Henham, Canadian and English novelist who used the pen name of John Trevena, married his secretary.

So did Thomas Hardy, English architect who became a poet and novelist.

To his sister-in-law, millionaire bachelor Alfred Nobel wrote: "What a contrast between us! You live a warm and glowing life, surrounded by loved ones whom you care for and who care for you; you are anchored in contentment. I drift about

without a rudder or compass, a wreck on the sea of life. I have no family to furnish the only kind of survival that concerns us."

# Married happiness

(For married people only)

Yes No

*Answer only one of these two*

1. Do you sometimes think your marriage could be happier? ..... (1) \_\_\_\_\_
2. Are you dissatisfied with your married life most of the time? ..... (2) \_\_\_\_\_

*Answer only one of these two*

3. Have you ever thought of a divorce? ..... (1) \_\_\_\_\_
4. Have you considered a divorce several times? .. (2) \_\_\_\_\_

*Answer only one of these four*

5. Is the wife older than the husband? ..... (1) \_\_\_\_\_
6. Is the wife two to three years younger? ..... (1) \_\_\_\_\_
7. Is the wife from four to six years younger? .... (2) \_\_\_\_\_
8. Is she six or more years younger? ..... (3) \_\_\_\_\_

*Answer each of the remaining questions*

9. Are husband and wife about equally religious or equally irreligious? ..... (1) \_\_\_\_\_
10. Are both inactive in church work? ..... (1) \_\_\_\_\_
11. Are husband and wife of opposite temperaments? (2) \_\_\_\_\_
12. Are you unable to buy many things you feel you need? ..... (1) \_\_\_\_\_
13. Are you uneasy when your mate is with someone of the opposite sex? ..... (1) \_\_\_\_\_
14. Did your social status change upon marriage? .. (1) \_\_\_\_\_
15. Are some in-laws irritating or a financial burden? (1) \_\_\_\_\_
16. Do you differ about the children and their discipline? ..... (1) \_\_\_\_\_
17. Are you sometimes sensitive about differences in education? ..... (1) \_\_\_\_\_
18. Do you have trouble sometimes over the meals? (1) \_\_\_\_\_

To find your score, add up the numbers that are printed on the blanks where you checked.

Your marriage is happier than nine out of ten if your score is 4 or less.

But 90 per cent of married people are more compatible than you, in case your score is 12 or more.

If you have a score of 6 or more you should exert yourself to make the marriage happier.

### Kindness

	Yes	No
1. Are you friendly with almost everybody you know? .....	---	---
2. Do you feel sorry for people who are sent to prison? .....	---	---
3. Do you usually take the side of the underdog? ..	---	---
4. Do you like most people on first meeting them? ..	---	---
5. Would you avoid watching dogs fight? .....	---	---
6. Do you take other people's troubles almost as seriously as your own? .....	---	---
7. Do you like horses or dogs? .....	---	---
8. Do you sometimes cry at the movies? .....	---	---
9. Do you dislike hunting or killing animals? .....	---	---
10. Do you like babies and small children? .....	---	---
11. Do you sometimes cry over a story you read? ..	---	---
12. Does it upset you when you see a person or animal hurt? .....	---	---
13. Are you usually sad when other people are feeling that way? .....	---	---
14. Are you careful never to make fun of people? ..	---	---
15. Are you careful never to tease others? .....	---	---
16. Would you dislike to see a condemned man in the electric chair? .....	---	---

Total number of "Yes" answers. ....

Each "Yes" answer indicates kindness. The average woman answers fourteen of the questions by "Yes," while the average man has only twelve "Yes" answers. Unkindly people have many "No" answers and have troubled married lives.

### Fellow feeling

	Yes	No
<i>Do you think</i>		
1. You should be pleasant to disagreeable people? .	—	—
2. You should be friendly to new neighbors? . . . . .	—	—
3. You should not laugh at a person who has fallen in a mud puddle? . . . . .	—	—
4. You should always thank people for favors, no matter how small? . . . . .	—	—
5. It is never right to borrow people's things without asking? . . . . .	—	—
6. That articles that are found should be returned?	—	—
7. We should not humiliate people who disagree with us? . . . . .	—	—
8. It is not right to get out of work, even if one can get by with it? . . . . .	—	—
9. We should be sorry for people who get in trouble through their own fault? . . . . .	—	—
10. We should be polite to people who have noticeably less education or money? . . . . .	—	—
11. We should not find fault with people of a different religion or politics? . . . . .	—	—
12. When too much change is given us, we should return the excess? . . . . .	—	—
Total number of "Yes" answers. . . . .	—	

The ability to live harmoniously with other people is shown by the "Yes" answers. The average grown-up person has eight "Yes" answers. People with five or less "Yes" answers have an everyone-for-himself attitude. They may be unscrupulous, self-

seeking folk who cause others a great deal of misery and humiliation. Many apparently successful self-made men, with big salaries, score low on this list of questions. Women make higher scores than men; they apparently have more fellow feeling. Quakers also score high. Gangsters, I imagine, would get only a few "Yes" scores.

### Tenderness

	Yes	No
1. Do you think we should increase help for the improvident? .....	—	—
2. If a clerk charged you less for an article, would you call the mistake to her attention? .....	—	—
3. Have you made loans you felt would not be repaid? .....	—	—
4. Do you think criminals should be given a chance to make good by a parole? .....	—	—
5. Does it amuse you when a child cherishes a worthless trinket? .....	—	—
6. Are you irritated by people who are cruel to animals? .....	—	—
7. Do you help elderly people or cripples? .....	—	—
8. Do you try to make things pleasant for those with whom you work or live? .....	—	—
9. Would you give hitchhikers a lift or help motorists in trouble? .....	—	—
10. Do you think children can be raised without corporal punishment? .....	—	—
11. Would you pass up a chance to make money if you thought it would injure someone? .....	—	—
12. Would you like to have school-age children in your home? .....	—	—
Total number of "Yes" answers.....	—	

The average man has five "Yes" answers, the average woman seven. People with nine or more are inclined to sacrifice themselves for the good of others. Those with high scores may be

easy marks or suckers for unscrupulous folk; they are also the ones who put across movements for human betterment. People who succeed in competitive businesses usually make low scores, while those in the service occupations make high scores. A high score helps married happiness.

### Emotional maturity

	Yes	No
1. Does an emotional scene in the movies leave you dry-eyed? .....	—	—
2. Do you rarely get peeved at people or rarely have tiffs with them? .....	—	—
3. Are you almost never discouraged? .....	—	—
4. Do you remain cool in emergencies? .....	—	—
5. Have you never, never contemplated murder or suicide? .....	—	—
6. Do you dress without ever thinking of putting on airs or making an impression? .....	—	—
7. Are you always considerate of the feelings of other folks? .....	—	—
8. Do you keep cool as a cucumber when arguing? .....	—	—
9. Do you enjoy being alone? .....	—	—
10. Do you live safely within your means? .....	—	—
11. Are you perfectly confident of yourself? .....	—	—
12. Do you almost never say things that you later regret? .....	—	—
13. Do you enjoy seeing others successful? .....	—	—
14. Are there very, very few things that annoy you? .....	—	—
15. Do you think you are getting a pretty fair break from life? .....	—	—
16. Do you get along swimmingly with all your relatives? .....	—	—
17. Do you have practically no dislikes for people? .....	—	—
18. Do you keep sweet and happy when others try to insult or tease you? .....	—	—
19. Do you get along without ever fishing for compliments or sympathy? .....	—	—

	Yes	No
20. Honest now, are you quick and fair to admit when you are wrong? .....	—	—
21. Do you keep smiling, never whimpering, when things go wrong? .....	—	—
22. Can you go twenty-four hours without trying to boss someone? .....	—	—
23. Do you always think of other people before yourself? .....	—	—
24. Do you never, never blame others for things that go wrong? .....	—	—

Congratulations! If you answered all twenty-four with "Yes," you are a completely mature person in emotional development and control. A person with only twelve "Yes" answers is still pretty childish in his emotional life. Those with few "Yes" answers should consult a specialist. People who lack emotional maturity should not marry.

### Love

	Yes	No
1. Can people fall in love after they have reached the age of fifty? .....	—	—
2. Can you learn to love a person if you live with him long enough? .....	—	—
3. Can being in love make people sick? .....	—	—
4. Is being in love a good protection against mental breakdown? .....	—	—
5. Are there people who should not marry? .....	—	—
6. Can people fall in love with inanimate objects? .....	—	—
7. Do children instinctively love their parents? ....	—	—
8. Are people more likely to fall in love with their opposite types? .....	—	—
9. Does the arrival of children divert some of the parents' love from each other? .....	—	—
10. Are men very likely to have crushes on each other? .....	—	—

	Yes	No
11. Are there love potions that will influence others?	—	—
12. Does a person need a sweet face to be loved? . . .	—	—

The right answer to the last six questions is "No"; the first six questions take a "Yes" answer.

1. Men and women past fifty can fall genuinely in love and can have children.
2. Much depends on the person with whom you live, but in general a woman is likely to fall in love. It is not so certain with the man.
3. Anxiety and apprehension that some people feel when in love causes the upset.
4. Insanity is greatest among the unmarried, least among the happily married.
5. Marriage precipitates a mental panic in many bachelors and spinsters. Hitler probably should not marry.
6. Collections and hobbies become a love fetish with some people.
7. Children's love has to be won by the parents.
8. Most people marry a person they think resembles them in many ways.
9. Love of children is very different from love of mate.
10. Crushes are much more prevalent among women and a continual problem in girls' schools.
11. Many alleged potions are sold in Harlem, but science knows of none.
12. A sweet disposition is more important.

### Love myths

	Yes	No
<i>Do you feel pretty certain that</i>		
1. Pity is the beginning of love? . . . . .	—	—
2. Women cannot be normal unless they are married? . . . . .	—	—
3. Most married couples quarrel most of the time? . . . . .	—	—
4. The best love is love at first sight? . . . . .	—	—
5. The man is usually to blame for the divorce? . . . . .	—	—



	Yes	No
6. The home and marriage are deteriorating? . . . . .	—	—
7. Any marriage is better than staying single? . . . . .	—	—
8. Men need to be married more than do women? . . . . .	—	—
9. Men are more likely to be unfaithful? . . . . .	—	—
10. Opposites attract in love and marriage? . . . . .	—	—
11. Hasty marriages end badly? . . . . .	—	—
12. Almost all divorces are unjustified? . . . . .	—	—
13. Wealth is the surest thing to make a home happy? . . . . .	—	—
14. Divorce should be made harder? . . . . .	—	—
15. Husbands usually dislike their mothers-in-law? . . . . .	—	—
16. Instinct tells women how to take care of their babies? . . . . .	—	—
Total number of "Yes" answers . . . . .	—	—

Count the "Yes" answers to find how many of the statements you are pretty certain are true. Now, congratulate yourself, for no one else in the world really knows whether they are true or not. The average person has only three checked "Yes." People who have more than three checks in the "Yes" column are leaning on the dogmatic side, while those with five or more are definitely on the strong-minded-but-wrong side.

### About babies

	Yes	No
1. Is the baby more likely to be a boy? . . . . .	—	—
2. Are girl babies healthier? . . . . .	—	—
3. Are babies alive before birth? . . . . .	—	—
4. Are babies delivered by Caesarean section prettier? . . . . .	—	—
5. Does it take twelve hours for a baby to be born? . . . . .	—	—
6. Will some drug produce boy babies? . . . . .	—	—
7. Do babies suddenly expand on first striking air? . . . . .	—	—
8. Does the baby's navel connect to its mother? . . . . .	—	—
9. Do premature babies become sickly children? . . . . .	—	—
10. Are large babies desirable? . . . . .	—	—

	Yes	No
11. Is the baby healthier if its father is young? . . . . .	—	—
12. Do boy babies run in families? . . . . .	—	—
13. Is the baby likely to be malformed? . . . . .	—	—
14. Are girl babies more likely to resemble their mother? . . . . .	—	—
15. Are birthmarks due to a mother's fright? . . . . .	—	—
16. Are babies more likely to be born at night? . . . . .	—	—
17. Does the mother recover from childbirth in a month? . . . . .	—	—

The first five questions should be answered "Yes," all the others "No." Here is why you may be wrong:

1. About 5 per cent more babies born are boys. During war-times, for some strange reasons, a still larger percentage are boys.
2. Girl babies are more likely to live; most stillbirths are boys.
3. Babies are very much alive for months before birth; their hearts beat, they make embarrassing movements, even make sounds before birth.
4. Babies born by surgical operations are prettier, since their faces are not mauled and compressed at birth.
5. A twelve-hour labor is average; half of births take longer than this.
6. No drug or diet has been found to assure either boy or girl babies.
7. Many fathers suppose the babies are born thimble sized, suddenly expand. Babies are born full size and weigh more at birth than a week later.
8. There is no connection, whether nerve or blood, between child and mother. Any fears, thoughts, or desires of the mother have no effect on the baby.
9. They have to be given especial care for a few weeks but do not develop into sickly youngsters.
10. Large babies are more likely to have brain injury at birth.
11. The father's age, no matter how advanced, has no effect on the baby's vigor; younger mothers, however, usually have healthier babies.

12. Nor girl babies.
13. Parents are almost always apprehensive lest the child be malformed; the chances of this being the case are almost infinitesimal.
14. Girls are just as likely to resemble their fathers as their mothers; the bad traits, however, may be laid at the father's door, but without warrant.
15. Birthmarks are simply accidents of development and have nothing to do with maternal impressions or fright.
16. As many are born in daytime as are born at night.
17. It takes around three months for the mother to get back to par.

### Inheritance

	Yes	No
1. If first cousins marry are their children likely to be feeble-minded or defective? .....	—	—
2. Are the children of a color-blind man likely to be color-blind? .....	—	—
3. Are the children of a man who is a "bleeder" likely to be bleeders also? .....	—	—
4. Do girls inherit primarily from their mothers and sons mostly from their fathers? .....	—	—
5. Is an epileptic parent likely to have children who also have epileptic fits? .....	—	—
6. Are cross-eyed parents likely to have cross-eyed children? .....	—	—
7. Is diabetes usually inherited? .....	—	—
8. Is most feeble-mindedness inherited? .....	—	—
9. Is baldness usually inherited? .....	—	—
10. Is the color of the eyes inherited? .....	—	—
11. Is tuberculosis inherited? .....	—	—
12. Is syphilis inherited? .....	—	—
13. If one parent is a criminal, will the children likely inherit criminal tendencies? .....	—	—
14. If one parent has a harelip, will the children likely have the same defect? .....	—	—

	Yes	No
15. If one or both parents have some insane relatives, will the children likely inherit insanity? . . . . .	—	—
16. Are the children likely to be color-blind when their mother has normal vision but <i>her</i> father was color-blind? . . . . .	—	—
17. Are parents with curly hair likely to have curly-haired children? . . . . .	—	—
18. Does musical ability depend upon heredity? . . . . .	—	—
19. Is heredity just as strong in old parents as in young ones? . . . . .	—	—
20. Is it impossible to alter heredity by drugs, education, or mental training? . . . . .	—	—

The first and third sets of five questions are all correctly answered "No." Questions 6-10 and 16 to 20 take "Yes" answers.

**Men and women**

	Yes	No
1. Would women be just as strong as men if they were as large as men? . . . . .	—	—
2. Do men have larger brains in proportion to their body size? . . . . .	—	—
3. Are men more intelligent than women? . . . . .	—	—
4. Can men stand pain better than women? . . . . .	—	—
5. Do men live longer than women? . . . . .	—	—
6. Are there more feeble-minded men than women? . . . . .	—	—
7. Do working women prefer women bosses? . . . . .	—	—
8. Is there much more insanity among women? . . . . .	—	—
9. Are men more upset by criticism than women? . . . . .	—	—
10. Do men enjoy their work more than women? . . . . .	—	—
11. Do three times as many men as women commit suicide? . . . . .	—	—
12. Do men have 25 per cent more red cells in a drop of blood? . . . . .	—	—
13. Do women remember better than men? . . . . .	—	—

	Yes	No
14. Are women better than men in social intelligence? .....	—	—
15. Are women more ticklish than men? .....	—	—
16. Are college professors more like women in their likes and dislikes? .....	—	—
17. Do women's hearts beat faster all the time? ....	—	—
18. Do women appreciate praise more than men? ...	—	—
19. Can more women move their big toes? .....	—	—
20. Are women more knock-kneed than men? ....	—	—
21. Do women have proportionately smaller lungs?	—	—
22. Do women have proportionately larger stomachs?	—	—
23. Are women better at languages? .....	—	—
24. Does it take women longer to decide? .....	—	—
25. Are the bones in men's skulls thicker? .....	—	—
26. Are many more men drug addicts? .....	—	—
27. Do women blush easier and more violently? ...	—	—
28. Do women have much more gall bladder disease?	—	—
29. Do men have much more appendicitis? .....	—	—
30. Do about 10 per cent of women wish they had been born the opposite sex? .....	—	—

The first ten questions all take a "No" answer. The other questions are properly answered "Yes."

### Birth information

	Yes	No
1. Does the baby move around six months before birth? .....	—	—
2. Does the mother's blood flow through the baby? .....	—	—
3. Does the baby's heart start to beat long before birth? .....	—	—
4. Are the mother's nerves connected to the baby's?	—	—
5. Are fingernails formed six months before birth?	—	—
6. Is the birth more likely to occur at one hour than another? .....	—	—

	Yes	No
7. Do babies sometimes cry several weeks before they are born? .....	---	---
8. If the mother attends concerts, will it make the baby more musical? .....	---	---
9. Will babies suck their fingers before they are born? .....	---	---
10. Can the date of birth be predicted within one week? .....	---	---
11. At seven months before birth is the baby about an inch long? .....	---	---
12. Can anything be done to make the baby a boy or a girl? .....	---	---
13. Does the baby have definite boy or girl characteristics five months before birth? .....	---	---
14. Can the sex of the baby be predicted before birth? .....	---	---
15. At its start nine months before birth is the baby about one-fourth the size of a period in a newspaper? .....	---	---
16. Are babies born very small and suddenly expand after birth? .....	---	---
17. Does an eight-month baby have good chances to live? .....	---	---
18. Does a seven-month baby do better than one born after eight months? .....	---	---
19. Is a blow on the mother's abdomen likely to do no damage to the baby? .....	---	---
20. Do babies breathe before they are born? .....	---	---
21. Does the baby's backbone begin to form eight months before birth? .....	---	---
22. Is the birth easier if the mother has eaten sparingly? .....	---	---
23. Do babies have hiccups before birth? .....	---	---
24. Is the baby in a cramped, uncomfortable position before birth? .....	---	---
25. Is the baby about a foot long four months before birth? .....	---	---

	Yes	No
26. Will the mother's eating salt meats affect the child's nails? .....	—	—
27. Are babies delivered by a Caesarean section usually prettier? .....	—	—
28. Can a mother have only one Caesarean section? .....	—	—
29. Do newborn babies cry without shedding tears? .....	—	—
30. Does the baby shed tears before it is two or three months old? .....	—	—

All the odd-numbered questions—1, 3, 5, 7, etc.—are answered “Yes.” All the even-numbered—2, 4, 6, 8, etc.—are answered “No.”

### Masculineness

(For men)

	Yes	No
<i>Would you rather</i>		
1. Play baseball than watch it? .....	—	—
2. Be a streetcar motorman than a conductor? ....	—	—
3. Repair an automobile than drive it? .....	—	—
4. Work for yourself than a respected boss? .....	—	—
5. Work outdoors instead of indoors? .....	—	—
6. Be a chauffeur than a chef? .....	—	—
7. Have a few women friends than many of them? .....	—	—

#### *Would you like to*

8. Climb a small mountain? .....	—	—
9. Interview people? .....	—	—
10. Call people by nicknames? .....	—	—
11. Be called by a nickname? .....	—	—
12. Chase bandits? .....	—	—
13. Fix electrical wiring? .....	—	—
14. Run for political office? .....	—	—
15. Tinker with a clock? .....	—	—

#### *Do you like people who*

16. Are gruff? .....	—	—
17. Are self-made rich? .....	—	—

	Yes	No
18. Dress carelessly? .....	—	—
19. Chew tobacco? .....	—	—
20. Are cautious? .....	—	—
21. Are thrifty? .....	—	—

*In school did you like*

22. Manual training? .....	—	—
23. Arithmetic? .....	—	—
24. Geometry? .....	—	—
25. Chemistry? .....	—	—
26. Physics? .....	—	—

*Do you enjoy these amusements?*

27. Automobile driving? .....	—	—
28. Practical jokes? .....	—	—
29. Fishing? .....	—	—
30. Mechanical puzzles? .....	—	—
31. Magic tricks? .....	—	—
32. Detective stories? .....	—	—
33. Prize fights? .....	—	—
34. Vaudeville? .....	—	—

Each "Yes" answer is typical of men. The thoroughly masculine man will have mostly "Yes" answers. Those women who have many "Yes" answers incline to be of the masculine type. Effeminate men have few "Yes" answers.

### Feminineness

(For women)

	Yes	No
<i>Do you like people who</i>		
1. Borrow things? .....	—	—
2. Are witty? .....	—	—
3. Are foreigners? .....	—	—
4. Have quick tempers? .....	—	—
5. Are easily bossed? .....	—	—
6. Are pessimistic? .....	—	—



	Yes	No
7. Are excitable? .....	—	—
8. Talk readily? .....	—	—
9. Are pious? .....	—	—
10. Are sick? .....	—	—
11. Are nervous, fidgety? .....	—	—
12. Are very old? .....	—	—
13. Are crippled? .....	—	—
14. Are fashionable? .....	—	—
15. Are socialists? .....	—	—

*Would you enjoy*

16. Looking at antiques? .....	—	—
17. Raising money for charities? .....	—	—
18. Displaying things for people to buy? .....	—	—
19. Looking at shop windows? .....	—	—
20. Writing personal letters? .....	—	—
21. Arranging flowers in a room? .....	—	—
22. Giving first aid? .....	—	—
23. Raising a flower garden? .....	—	—
24. Organizing an amateur play? .....	—	—
25. Teaching children? .....	—	—
26. Entertaining people? .....	—	—
27. Living in a city? .....	—	—

*Do you enjoy these amusements?*

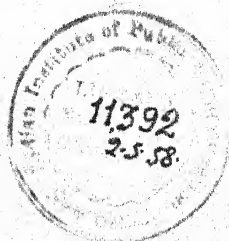
28. Playing tennis? .....	—	—
29. Playing solitaire? .....	—	—
30. Going on a picnic? .....	—	—
31. Full-dress parties? .....	—	—
32. Fortunetellers? .....	—	—
33. Musical comedies? .....	—	—
34. Pet birds? .....	—	—
35. Reading poetry? .....	—	—
36. Going on walks? .....	—	—
37. Playing music? .....	—	—
38. Attending auctions? .....	—	—

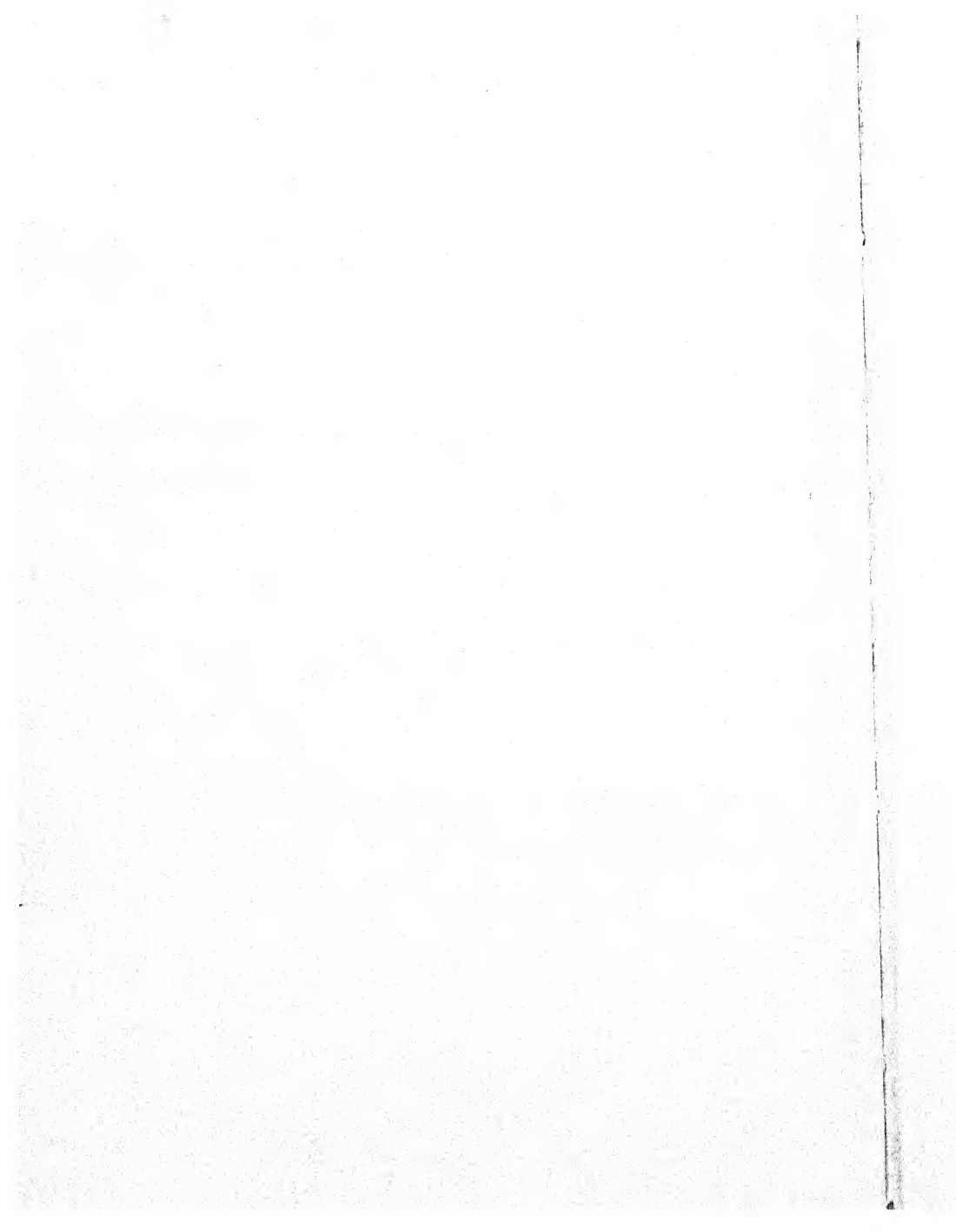
	Yes	No
39. Visiting art galleries? .....	—	—
40. Attending concerts? .....	—	—

Each "Yes" answer is typical of women. The very feminine women will have mostly "Yes" answers. The effeminate man will have about as many "Yes" as "No" answers. The woman with few "Yes" answers is inclined to the masculine side in her personality make-up.

*"Keep your eyes open before marriage—closed afterwards."*

*—Old proverb.*





RULES FOR

# *Happiness in Love and Marriage*

by DR. DONALD A. LAIRD

1. Let your partner have his, or her, way most of the time.
2. Make yourself an agreeable companion.
3. Show your affection as well as feeling it.
4. Keep your irritations to yourself.
5. Do many thoughtful little things daily.
6. Strive to be practical rather than romantic.
7. Give sympathy and understanding without seeking them.
8. Keep love alive by being lovable.
9. Be frank, not prudish; clean, not vulgar.
10. Have a physician tell you about the biology of marriage.